



# Scaling excellence.

Driving sustainable  
growth.

Annual Report 2025



## About Us

Tanmiah Food Company, established in 1962, is one of the Middle East's leading providers of fresh poultry, processed proteins, animal feed and health products, and a restaurants operator. The Company was established in Jeddah as a proprietorship under the name of Agricultural Development Corporation owned by H.E. Engineer Abdullah Mohammad Ali Al-Dabbagh, the third agriculture minister in Saudi Arabia. In 1991, the shareholders contributed in proportion to their respective shareholding, and the Company was then divided into two limited liability companies: Supreme Foods Company Limited and the Agricultural Development Company. The Company was converted into a closed joint stock company under the name of Tanmiah Food Trading Company, pursuant to Ministerial decree of 2019; and pursuant to the Extraordinary General Assembly Resolution dated 17 April 2019, the Company's name was changed to Tanmiah Food Company, which was listed on the Saudi Exchange in 2021.

Tanmiah's fully integrated and highly efficient business model includes production, further processing and distribution, with products sold in Saudi Arabia, the UAE, Bahrain, Oman, Kuwait, Jordan, with early traction in select markets in Asia and Africa. As of 31 December 2025, Tanmiah's asset base includes 157 farms, 7 hatcheries, 6 feed mills, and 6 primary processing plants. Additionally, through its joint venture operations, it operates 4 further processing plants. Tanmiah distributes its products through a network of wholesalers, retailers, food service outlets, and direct-to-consumer online channels, supported by a logistics and distribution network covering 445 routes. Additionally, through its restaurant operations, Tanmiah serves as the master franchisee for Popeyes® in the region, operating a network of 95 operational outlets across Saudi Arabia, Kuwait, and Bahrain by the end of 2025.



### Vision

To become the number one global halal sustainable healthy protein company by 2030.



### Mission

To focus on providing high-quality products and services supported by international expertise and to deliver the highest level of customer satisfaction.



### Values

Integrity, Passion, Respect, Forward thinking and Teamwork.

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## Theme of the Year

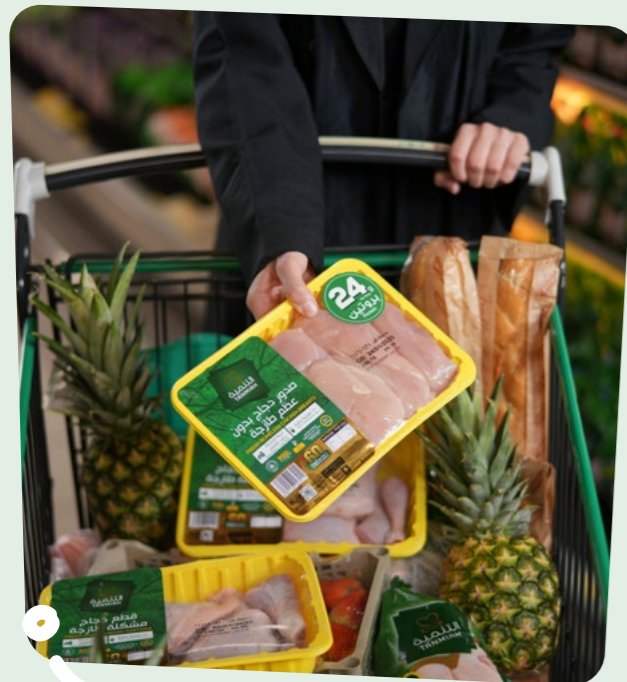
“Scaling excellence. Driving sustainable growth.”

This year represented a next stage in Tanmiah’s corporate strategy, from investment and expansion to impact through execution at scale. With major assets commissioned and capabilities established, the focus moved decisively to maximizing efficiency, embedding operational excellence across the business and ensuring that scale translated into consistent operational and financial performance.

Across the vertically integrated model, the priority focused on strengthening execution throughout the value chain. From production and processing to distribution and customer channels, the emphasis was placed on efficiency, reliability and quality, supported by tighter cost discipline, improved productivity and the integration of new technologies. These strategic components have reinforced food safety, operational resilience and halal integrity, while enhancing Tanmiah’s ability to operate effectively at scale.

Sustainable growth was pursued as a deliberate outcome of disciplined execution. Environmental stewardship, workforce development and responsible resource management were increasingly embedded into day-to-day operations, supporting efficiency, emission reductions and supply chain resilience. In parallel, ongoing investment in talent, innovation and partnerships reinforced Tanmiah’s operating model and its value proposition for customers, regulators and stakeholders.

This evolution from investment to impact reflects Tanmiah’s readiness for its next phase of growth. With strong foundations in place, the Company continues to scale with confidence, embedding excellence in execution, reinforcing resilience across the business and maintaining a clear focus on delivering sustainable growth and long-term value.



# 2025 At a Glance

## Operational highlights



\*Countries where Tanmiah has a presence through Restaurant Operations and/or sales branches and plants.

## Financial highlights

Total revenue (in ٴ)		Total assets (in ٴ)	
2023	2,093,092,807	2023	2,012,382,580
2024	2,563,484,224	2024	2,795,489,101
2025	2,653,480,898	2025	3,161,461,281
Total operating profit (in ٴ)		Total liabilities (in ٴ)	
2023	136,737,094	2023	1,332,108,095
2024	186,710,019	2024	2,016,796,735
2025	94,006,188	2025	2,449,939,801
Total net profit (in ٴ)		Total shareholders' equity (attributable to owners of the Company) (in ٴ)	
2023	89,431,509	2023	618,824,251
2024	110,531,909	2024	682,017,860
2025	(15,170,440)	2025	615,407,897
Net profit (attributable to owners of the Company) (in ٴ)			
2023	75,940,950		
2024	95,822,173		
2025	(18,834,977)		

## Sustainability highlights

In 2025, Tanmiah continued its ESG momentum and sharpened execution, building on prior progress while improving its MSCI ESG rating from BB to BBB. Here are the key sustainability highlights.

### Environmental and climate action



#### Decarbonization roadmap

Signed a landmark MoU with Schneider Electric to conduct a comprehensive carbon inventory.

#### Fuel transition

Launched a major project to convert all diesel-based boilers and incinerators to liquefied petroleum gas (LPG), aiming to replace 48 million liters of diesel and cut annual emissions by up to 60,000 tons.

### Renewable energy and innovation



- Working on Solar energy 3 MW plant and geothermal pilot to move towards renewable energy

#### Afforestation milestones

Reached 573,000 trees planted as part of the One Million Trees initiative, sequestering an estimated 114,800 tons of CO<sub>2</sub>.

#### Moringa circular economy

Finalized the business model for large-scale moringa plantations, using the leaves for sustainable animal feed to reduce reliance on imported soy.

### Water and waste management



#### Advanced water recovery

Commissioned the Majmaah 2 plant. Tanmiah operates a centralized biological wastewater treatment system sized at 6,000 m<sup>3</sup>/day, designed to treat process and utility wastewater from operations (typically high in BOD/COD, fats/oils/grease, suspended solids, nutrients and cleaning chemicals common in food processing). A biological WWTP uses microorganisms to break down organic pollutants, producing an effluent suitable for safe discharge and/or reuse (subject to final polishing and regulatory limits).

### Governance and recognition



#### ESG rating upgrade

Achieved a BBB MSCI ESG rating, the second consecutive upgrade since 2024, placing Tanmiah among the global food industry's sustainability leaders.

#### Board diversity excellence

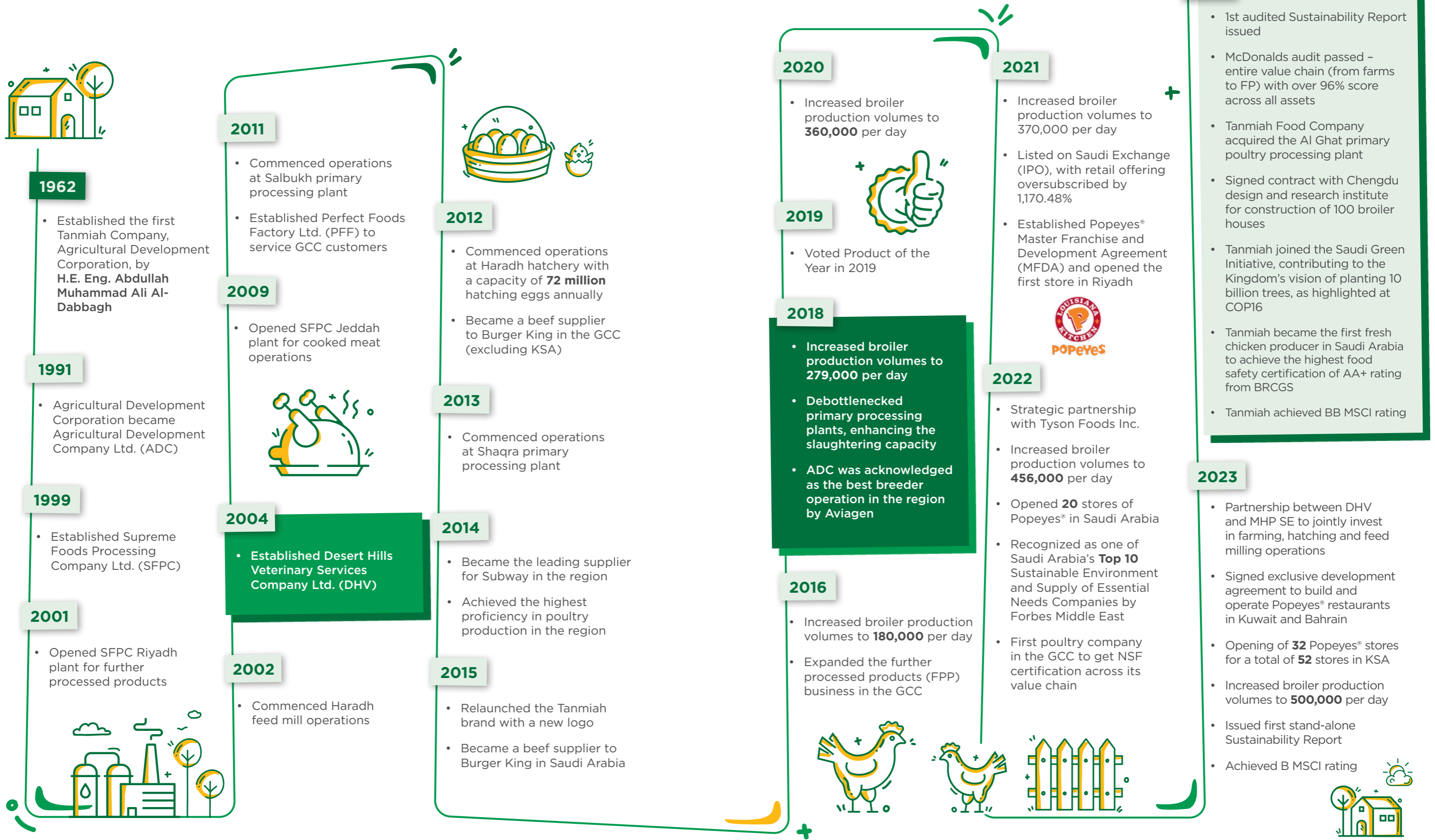
Set a Saudi Exchange record with 40% female representation on the Board of Directors, exceeding international best-practice recommendations.

### Key awards



- 3-Star Superior Taste Award 2025 (International Taste Institute, Belgium)
- Middle East Technology Excellence Award (Agritech category) for the Farm Automation Project
- CEO Zulfiqar Hamadani named among Forbes Middle East Sustainability Leaders 2025

# Our Journey



# Year in Review


## Scaling excellence. Driving sustainable growth.

This year represented an important progression in Tanmiah's corporate strategy, reflecting the transition from investment and expansion towards value creation through disciplined execution at scale. With major assets commissioned and capabilities embedded and enhanced, the focus moved decisively to maximizing efficiency, embedding operational excellence across the business and ensuring scale translated into consistent operational and financial performance.

Across the vertically integrated model, the priority concentrated on strengthening operational discipline and execution throughout the value chain. From production and processing to distribution and customer channels, the emphasis was placed on efficiency, reliability and quality, supported by tighter cost discipline, improved productivity and the integration of new technologies. These strategic components have further reinforced food safety, operational resilience and halal integrity, while enhancing Tanmiah's ability to operate effectively at scale.

Sustainable growth was pursued as a deliberate outcome of disciplined execution. Environmental stewardship, workforce development and responsible resource management were increasingly embedded into day-to-day operations, supporting efficiency, emissions reduction and supply chain resilience. In parallel, continued investment in talent, innovation and partnerships strengthened Tanmiah's operating model and enhanced its value proposition for customers, regulators and stakeholders.

This journey from investment to impact reflects Tanmiah's readiness for its next phase of growth. With strong foundations in place, the Company remains focused on scaling excellence, embedding efficiency throughout its operations, reinforcing resilience across the business and maintaining a clear focus on delivering sustainable growth and long-term value.

<h3>JANUARY</h3> <p><b>Expanding farming capacity</b></p> <p>Through our subsidiary, Agricultural Development Company (ADC), we signed a contract with Chengdu Design and Research Institute (CDI) to build 100 poultry broiler houses. The project supports the development of advanced farms in Saudi Arabia leveraging automation and Industry 4.0 technologies, improving readiness for future expansion in primary processing.</p>	<h3>FEBRUARY</h3> <p><b>Strengthening international collaboration</b></p> <p>We signed an MoU with Vibra Agroindustrial S.A., one of the largest poultry producers and exporters based out of Brazil, to explore potential investment and strategic collaboration opportunities, aligned with Vision 2030, aiming to enhance national food security.</p>	<h3>MARCH</h3> <p><b>Advancing product innovation</b></p> <p>We signed an MoU with Griffith Foods to diversify our product portfolio, expand regional distribution and advance the Kingdom's Vision 2030 objectives of food security and self-sufficiency, in addition to driving sustainability across the supply chain.</p>
	<h3>Popeyes® expansion in Kuwait</h3> <p>We launched Tanmiah Restaurants Company's (TRC) first Popeyes® store in Kuwait, marking our expansion into a third regional market and strengthening our QSR footprint.</p>	<h3>Enhancing environmental management systems</h3> <p>We achieved ISO 14001:2015 certification, strengthening our environmental management framework and continuous improvement approach.</p>

<h3>MAY</h3> <p><b>ESG rating upgraded to BBB</b></p> <p>We received our second consecutive upgrade in the MSCI ESG Ratings, achieving a BBB rating in 2025, up from BB in 2024 and B in 2023 for the Food Products Industry ESG rating model, reflecting our ongoing commitment to environmental, social and governance (ESG) excellence.</p>	<h3>JUNE</h3> <p><b>Introducing electric refrigerated distribution fleet</b></p> <p>We introduced Saudi Arabia's first fully refrigerated, 100% electric zero-emission trucks for fresh chicken products distribution, supporting our commitment to reducing environmental impact while enhancing operational efficiency.</p>	<h3>SEPTEMBER</h3> <p><b>Scaling processing and feed production capacity</b></p>  <p>We launched a state-of-the-art poultry processing plant in Al Majmaa (Majmaa 2) and a cutting-edge feed mill in Dahna, reinforcing our commitment to advancing food security, enhancing operational efficiency and supporting local communities with job creation and sustainable development initiatives.</p>
<h3>Strategic MoUs recognized at Saudi-US Investment Forum</h3> <p>We were formally recognized for our transformative MoUs with Griffith Foods and Poultra Inc., underlining our focus on accelerating agri-food innovation, AI integration and halal product development in support of Vision 2030.</p>	<h3>Global spotlight on circular farming initiative</h3> <p>We received global recognition from the World Economic Forum for advancing circular farming solutions in arid regions, turning treated wastewater into a resource for growing moringa to enhance poultry feed and reduce dependence on imported soy and corn.</p>	<h3>Forbes Middle East recognition</h3>  <p>Our Group CEO, Zulfiqar Hamadani, was selected among the Middle East's Sustainability Leaders 2025 by Forbes Middle East, recognizing our commitment to embedding sustainability across our operating model and strategic priorities.</p>
	<h3>JULY</h3> <p><b>Strategic partnership with McDonald's Saudi Arabia</b></p> <p>We signed a strategic partnership with McDonald's Saudi Arabia Central, Eastern and Northern regions, reinforcing both companies' commitment to food security, local sourcing and Vision 2030 goals of strengthening domestic agriculture capabilities.</p>	

## Year in Review continued

### OCTOBER

NielsenIQ Breakthrough Innovation Award



Our Tanmiah Life Omega-3 product range was recognized at the NielsenIQ Breakthrough Innovation Awards 2025, reaffirming our commitment to continuously raising the bar and delivering products that truly make a difference.

### DECEMBER

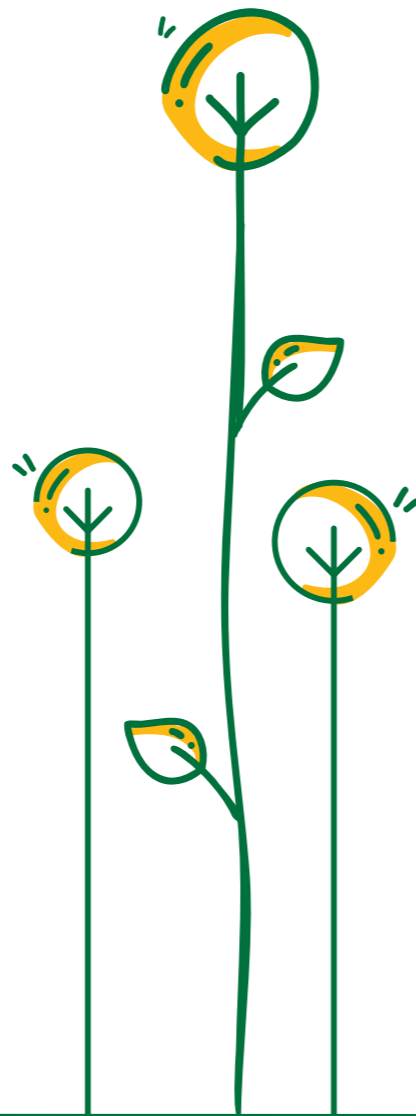
Expanding value-added product portfolio



We launched a new breaded chicken range, produced using 100% fresh Saudi chicken, reinforcing local sourcing and product portfolio expansion, and enhancing customer experience.

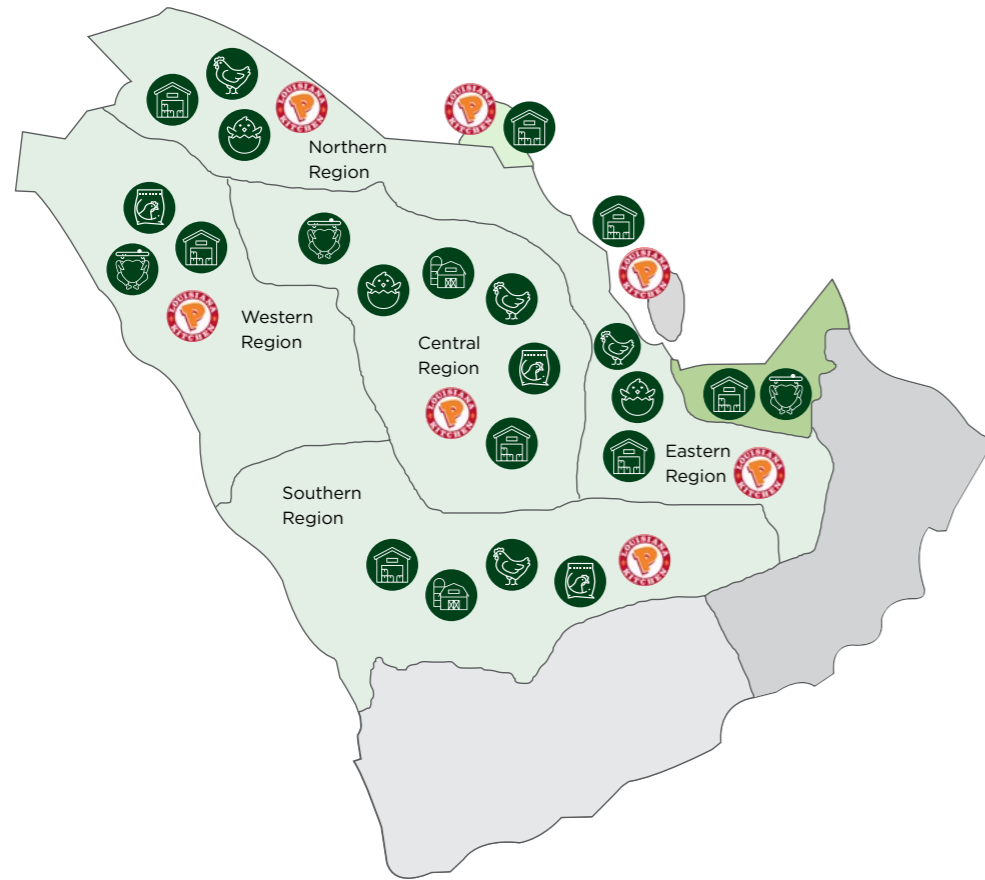
### Strengthening innovation and investment pathways

We signed an MoU with Big Idea Ventures to advance Saudi Arabia's 2030 food security agenda, including exploring strategic investment and supply-chain opportunities in the United States.



# Where We Operate

Tanmiah's fully integrated and highly efficient business model includes production, further processing, distribution and restaurant operation, with products sold in Saudi Arabia, the UAE, Bahrain, Oman, Kuwait, Jordan, with early traction in select markets in Asia and Africa.

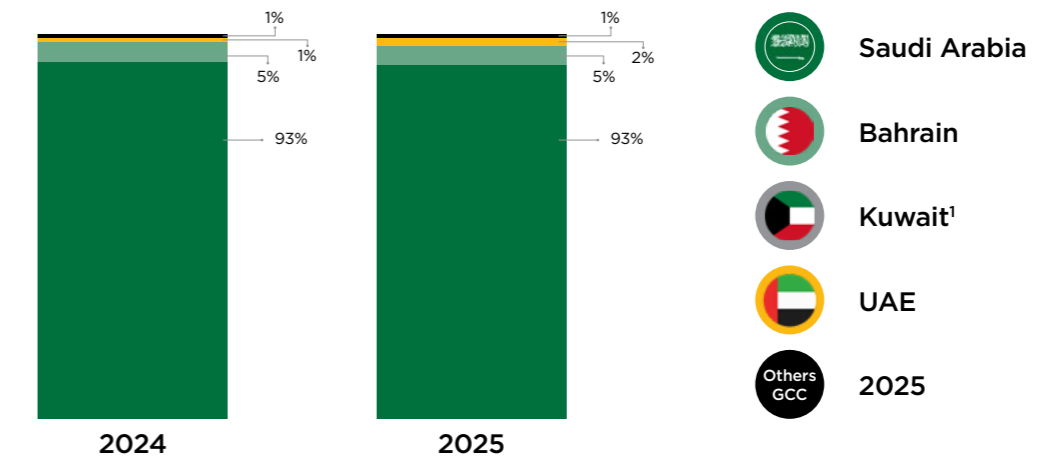


## Key statistics



\*Representing number of Modern Trade stores only. Total number of retail stores including Traditional Trade is 12,476 in KSA (+38% yoy) and 1,059 in GCC (+58% yoy)

## Revenue breakdown (%)

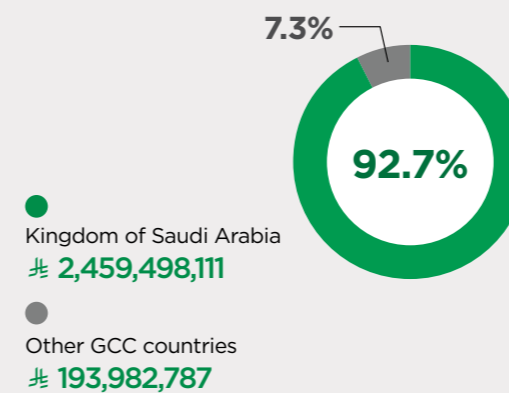


Agribusiness <sup>1</sup>		Restaurant Operations	
Farms	157	Popeyes® stores	95
Feed mill	6		
Hatchery	7		
Primary processing plant	6		
Further processing plant	4		
Warehouse	40		

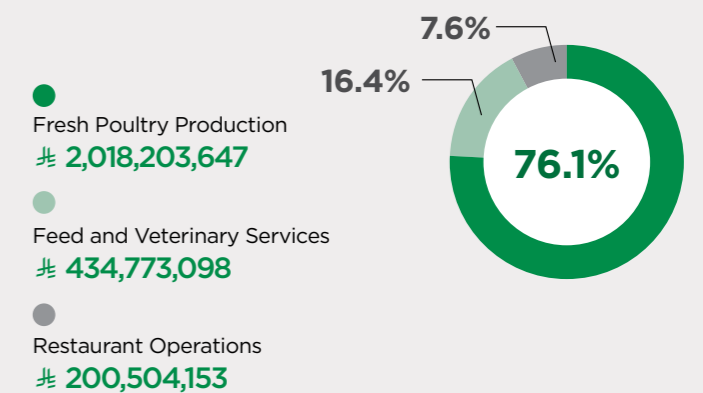
<sup>1</sup> Entered the Kuwait in 2025 through both the Agribusiness and Restaurant Operations segments, with a total of four Popeyes® stores opened that year. Revenue from Kuwait is reflected within the 1% "Other GCC" category in the Revenue Breakdown chart.  
Note: Chart percentages may not add up to 100% due to rounding.

## Revenue segmentation

### Sales by geography



### Sales by business segment



# Investment Case

Tanmiah continues to make significant strides toward its 2030 vision of becoming the number one global halal sustainable healthy protein company. This is demonstrated by our stellar record of achievements, reinforced by a sustained focus on innovation, sustainability and production efficiency.

Offering a diversified portfolio of products and services within a growing and dynamic industry, Tanmiah presents a compelling investment proposition through the ongoing successful execution of a solid strategy, which provides a robust foundation for the upcoming phase of growth and development.



## Robust financial position and underlying fundamentals



Since our successful listing on Tadawul in 2021, Tanmiah has significantly expanded its operational footprint through a disciplined combination of internally generated cash flows and prudent debt financing. We have enhanced our processing capacity, feed-milling capabilities and integrated infrastructure across the value chain. The first phase of this expansion is nearing completion and is expected to deliver meaningful operational and financial benefits in the coming years. Tanmiah remains firmly focused on its growth ambitions; the next phase of expansion will be driven by both organic initiatives and selective inorganic opportunities.

## Fully integrated business model



Our fully integrated "Farm to Fork" business model – spanning farming, production, distribution and our growing QSR segment – supports streamlined operations, cost efficiencies and rigorous quality control across every stage of the value chain.

## Hybrid own-lease model

We lease our farms and some other facilities while owning other key assets. This model enables us to quickly scale up by adding new assets to the locations of our choosing without major capex. By managing farms and production assets with our own experienced teams, we guarantee operational excellence, a strong interconnected supply chain and effective cost control.



## Market dynamics and a defensive sector



Tanmiah operates in a defensive sector that is central to the Kingdom's food security objectives. Demand for poultry continues to be supported by population growth, rising per capita consumption, increasing preference for fresh and ready-to-cook products, the growing eating-out-of-home trend, an expanding HORECA sector and a projected increase in tourism imports; 2025 has seen a temporary excess supply environment, driven by the timing of domestic capacity expansions alongside imports, we view this as a short-term market adjustment within a structurally growing industry. The Saudi government remains firmly committed to supporting domestic poultry producers as part of its long-term food security and localization agenda, reinforcing the sector's attractive fundamentals.

## Alignment with Vision 2030



Saudi government policies continue to support the acceleration of growth across the domestic poultry sector, particularly through initiatives aimed at increasing national self-sufficiency and strengthening food security. Producers with efficient operations and expanding market presence are well positioned to benefit from these wide-ranging programs and the broader momentum within the industry.

# Shareholders' Information

## Tanmiah share information

Listing date	2021
Exchange	Tadawul
Symbol	2281
ISIN	SA15BH1H3KH5
Number of shares issued	20,000,000
Closing price as at 31 December 2025	ﷲ 57.2
Market cap as at 31 December 2025	ﷲ 1.14 billion
Foreign ownership limit	49%
Free float	30%

## Tanmiah shareholding by geography

(as at 31 December 2025)

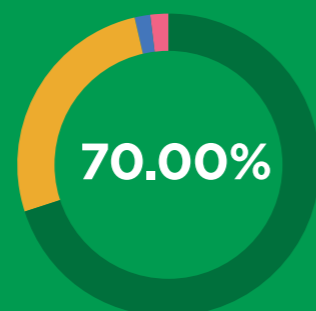
Region	%
Saudi Arabia	98.00%
Europe	0.80%
MENA	0.50%
USA	0.50%
Others	0.20%
Asia	0.10%



## Tanmiah shareholding by type

(as at 31 December 2025)

Shareholder Types	%
Strategic investor	70.00%
Retail	26.50%
Mutual fund	1.70%
Private company	1.80%
Government	0.00%
Others	0.00%



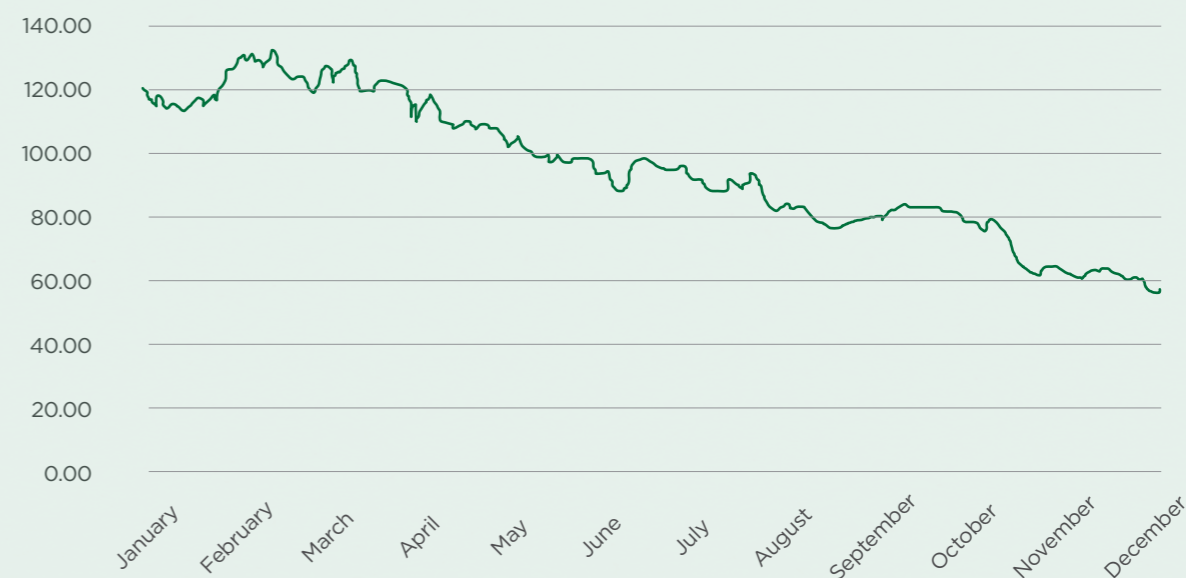
## Major shareholders

Al-Dabbagh Group Holding Company

Number of Shares: 14,000,000



## Tanmiah share price graph



## Tanmiah 2025 financial calendar

Date	Event
Board of Directors' meeting	13 February 2025
FY24 results	16 February 2025
AGM meeting	07 April 2025
Board of Directors' meeting	07 April 2025
1Q25 Results	15 May 2025
Dividend announcement	15 May 2025
AGM meeting	15 June 2025
Dividend distribution	22 June 2025
Board of Directors' meeting	07 August 2025
2Q25 results	10 August 2025
Board of Directors' meeting	06 November 2025
3Q25 results	09 November 2025

# Stakeholder Engagement

Tanmiah is deeply committed to fostering meaningful engagement with all its key stakeholders to strengthen collaboration and drive shared value.

Stakeholder group	Shareholders	Colleagues	Consumers	Community	Government and regulatory bodies	Suppliers
<b>HOW WE ENGAGE</b>	<ul style="list-style-type: none"> <li>Quarterly board meetings to review financial performance, ESG risks, and strategic priorities.</li> <li>Consistent disclosures</li> <li>Annual General Meeting (AGM)</li> <li>Quarterly investor meetings</li> <li>Conferences</li> <li>Investor Relations website</li> </ul>	<ul style="list-style-type: none"> <li>Internal communications</li> <li>Competitions</li> <li>Learning/development, knowledge awareness sessions</li> <li>International holiday events and celebrations</li> <li>Wellness trainings and workshops</li> <li>Rewards and recognition</li> <li>Tanmiah Sway - Newsletter</li> <li>Tanmiah themes inspired by Omni Values</li> <li>Annual Great Place To Work Surveys</li> <li>Social events</li> <li>Performance appraisals</li> <li>Omnipreneurship Cultural Assessment Surveys</li> </ul>	<ul style="list-style-type: none"> <li>Digital customer support channels (including WhatsApp)</li> <li>Social media channels</li> <li>Website</li> <li>E-commerce platforms</li> <li>Call center</li> <li>Email</li> <li>Loyalty program (e-commerce)</li> </ul>	<ul style="list-style-type: none"> <li>CSR activities</li> <li>Food donations</li> <li>Corporate website</li> <li>Media channels</li> <li>Press releases</li> <li>Sustainability initiatives</li> <li>Community needs' research</li> <li>Food waste management initiatives</li> <li>Tree planting initiatives - 573k trees planted</li> </ul>	<ul style="list-style-type: none"> <li>Internal Audit</li> <li>Regular stakeholder meetings and open dialogue</li> <li>Compliance with statutory reporting requirements</li> <li>Collaborating closely with regulators to enhance governance standards and reporting practices</li> <li>Alignment with quality and safety standards, including ISO, BRC and others</li> </ul>	<ul style="list-style-type: none"> <li>Strategic supplier sourcing aligned with procurement policies</li> <li>Monthly on-site visits and meetings</li> </ul>

<b>KEY ISSUES DISCUSSED</b>	<ul style="list-style-type: none"> <li>Financial results</li> <li>Production</li> <li>Dividends</li> <li>Share price</li> <li>Material developments</li> <li>Market share</li> </ul>	<ul style="list-style-type: none"> <li>Engagement and motivation</li> <li>Foster positive working environment</li> <li>Increase enjoyment level</li> <li>Implement newsletter</li> <li>Omnipreneurship knowledge sharing</li> <li>GPTW and Omni culture</li> </ul>	<ul style="list-style-type: none"> <li>Quality and safety of products</li> <li>Customer satisfaction</li> <li>Nutritional value of products</li> <li>Pricing of products</li> <li>Animal welfare</li> <li>Ethical and fair marketing practices</li> <li>Promotions</li> <li>New product launches</li> <li>Certifications and awards</li> </ul>	<ul style="list-style-type: none"> <li>Product specifications and characteristics</li> <li>Enhancing product packaging for functionality and sustainability</li> <li>Understanding consumer needs and preferences</li> <li>Taste profile and preferences</li> <li>Sustainable practices and their environmental impact</li> </ul>	<ul style="list-style-type: none"> <li>Food security</li> <li>Contributing to economic development</li> <li>Implementing environmentally sustainable practices</li> <li>Achieving recognition and certifications</li> </ul>	<ul style="list-style-type: none"> <li>Procurement process compliance</li> <li>Quality and food safety compliance</li> <li>Price</li> <li>Delivery and performance</li> <li>Innovation and sustainability</li> <li>Ethical and financial compliance</li> <li>Complaints, grievances and feedback</li> </ul>
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By maintaining open and consistent communication, Tanmiah builds trust, ensures transparency and aligns its efforts with the needs and expectations of its shareholders, employees, consumers, communities, government bodies and suppliers. This collaborative approach supports Tanmiah's mission to innovate, grow and create sustainable solutions that contribute to a thriving future for all, in line with its vision of growing for a sustainable tomorrow.

## Stakeholder Engagement continued

Stakeholder group	Shareholders	Colleagues	Consumers	Community	Government and regulatory bodies	Suppliers
<b>KEY ACTIONS TAKEN OR UPCOMING</b>	<ul style="list-style-type: none"> <li>Fully implemented and embraced industry-leading practices in investor relations</li> </ul>	<ul style="list-style-type: none"> <li>Implemented and adopted common practices</li> </ul>	<ul style="list-style-type: none"> <li>Strengthened quality control systems resulting in improved compliance and reduced product incidents</li> <li>Building a customer care knowledge base</li> <li>Focusing on nutrition, convenience and taste in R&amp;D</li> <li>Monitoring industry trends to maintain competitive and relevant pricing</li> <li>Establishing integrity-driven marketing approaches</li> <li>Implementing 360 marketing campaigns to engage with consumers/shoppers at every touchpoint</li> </ul>	<ul style="list-style-type: none"> <li>Enhancing product communication</li> <li>Developing more sustainable packaging</li> <li>Conducting consumer research</li> <li>Refining product flavors</li> <li>Implementing sustainability initiatives (One Million Tree initiative)</li> <li>Establishing food waste management programs</li> <li>Implementing water treatment</li> </ul>	<ul style="list-style-type: none"> <li>Full compliance with regulatory frameworks</li> <li>Revised governance documents to comply with the new Companies Law, clarifying Board roles, improving reporting and strengthening accountability</li> </ul>	<ul style="list-style-type: none"> <li>Strategic approach is replacing the conventional business approach</li> <li>Processes reviewed to meet growth challenges</li> <li>End-to-end process automation under consideration and implementation</li> <li>Regular monitoring done</li> <li>Contingency plans are discussed to address short-term and long-term issues</li> </ul>
<b>VALUE CREATION FOR THE STAKEHOLDER GROUP</b>	<ul style="list-style-type: none"> <li>Ensuring shareholders are informed of all significant developments with a high level of transparency through the Tadawul platform and Tanmiah's Investor relations website</li> </ul>	<ul style="list-style-type: none"> <li>Boosting colleagues' engagement, productivity and overall satisfaction</li> <li>Fostering a positive work environment</li> <li>Cultivating awareness and active involvement among our colleagues</li> </ul>	<ul style="list-style-type: none"> <li>Providing high-quality products</li> <li>Customer service excellence</li> <li>Value chain excellence and efficiency</li> <li>Product innovation</li> <li>Competitive pricing</li> <li>Effective and ethical marketing</li> <li>Adopting sustainable practices</li> </ul>	<ul style="list-style-type: none"> <li>Innovation in product development (Omega-3)</li> <li>Animal welfare standards</li> <li>International certifications and recognition</li> <li>Brand reputation</li> <li>Sustainable production practices</li> <li>Turning waste to value project</li> <li>Improving biosecurity</li> </ul>	<ul style="list-style-type: none"> <li>Contributing to food security</li> <li>Transparency and reporting</li> <li>Provide timely updates on changes and regarding best practices related to food and health safety</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced procurement transparency</li> <li>Commitment to quality and safety</li> <li>Fair pricing and ethical practices</li> <li>Encouragement of innovation and sustainability</li> <li>Feedback and continuous improvement</li> <li>Support for growth and adaptation</li> <li>Proactive risk management</li> </ul>





## Strategic Review

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# Chairman's Message

Scaling excellence. Driving sustainable growth.

In 2025, the Saudi poultry market continued to expand in absolute volume, with total supply increasing on the back of a strong rise in local poultry production, which reached a record of approximately 1.5 million tons in 2025. This represents more than 20% increase versus the prior year and reflects a sustained upward trend in local self-sufficiency, which has increased steadily over recent years.

**His Excellency Amr Al-Dabbagh**  
Chairman of the Board



At the producer level, capacity utilization across leading local players varied materially, with some operators producing at or near full capacity, while others operated at lower rates, highlighting differences in production scale and operating intensity across the market.

Saudi's poultry imports remained elevated in 2025. Combined with the increase in local production, this increased the pressure on supply chains and has caused some balance disruption between supply and demand. Competition from lower cost imports created a challenging operating environment in the poultry sector in our core Saudi market, putting pressure on both pricing and margins. At Tanmiah, we have used this period to intensify our focus on operational excellence and efficiency, reducing costs across our portfolio to maintain our competitive position, whilst ensuring margin resiliency into the future. Innovation also remained central to our brand and product strategy with the launching of around 90 new products over the last three years, including the recently introduced Taste Secrets and Tanmiah Breaded line, expanding our offering of high-quality, healthy, convenient and flavorful solutions for Saudi consumers.

## Strategic approach

Efficiency and productivity measures to optimize our operations are essential pillars of Tanmiah's 2030 Strategy, which will ensure sustainable

growth in three core areas: firstly, investing in our core market by becoming the leading participant in localized poultry production in Saudi Arabia; secondly, by becoming a leading global halal QSR business; and thirdly, by becoming the leading global halal protein company by 2030. This strategy means a process of product and market diversification at the same time as upgrading our manufacturing facilities in Saudi Arabia to maintain and grow market share and increase margins over time.

Each element of the strategy was taken forward in 2025, which proved a pivotal year for Tanmiah, and I extend my thanks to the whole management team for driving the changes needed for the long-term success of this Company.

Tanmiah has invested over ₪ 1.5 billion in the Kingdom over the past two years and helped attract more than ₪ 400 million in foreign direct investment. In 2025 we launched state-of-the-art manufacturing facilities, a poultry processing plant in Al Majmaa (Majmaa 2) and a cutting-edge feed mill in Dahna. The Majmaa facility alone will increase production capabilities by 250 thousand birds per day and reduce production costs significantly. These investments are clear evidence of our commitment to accelerate the private-sector investment and strengthen Saudi Arabia's position as a regional leader in food production and innovation.

## Product and market diversification

We announced a new partnership with Griffith Foods, one of the world's leading ingredients companies with advanced flavor technologies, earlier in the year to develop a local R&D and production facility in Saudi Arabia for 100% halal certified ingredients. With partners such as Griffith, we have an opportunity to further localize our products and ingredients, align more closely with market needs, and strengthen loyalty by reinforcing our position as a truly Saudi brand.

## A commitment to sustainability

Sustainability and ESG frameworks are now hardwired into Tanmiah's operating model, which is both environmentally and socially correct but is also increasingly adding to the bottom line through greater control over resource allocation and our energy and water costs. For instance, at Majmaa 2 we are planting 150,000 trees and have established a biological wastewater treatment system with a capacity of more than 6,000 cubic meters per day, recycling treated water for Tanmiah's tree plantations.

As part of the agreement we made with Schneider Electric last year, Tanmiah will develop a comprehensive carbon inventory assessment and set measurable emission reduction targets under the Science Based Targets initiative (SBTi)

framework, including FLAG (Forest, Land and Agriculture) guidance. The project will enhance supply chain decarbonization by engaging key suppliers in capacity-building exercises and implementation support. In parallel, we are also working to convert diesel-powered equipment at Tanmiah's farms and processing plants to Liquefied Petroleum Gas (LPG) systems, lowering carbon emissions, improving efficiency, and reducing operational costs associated with diesel fuel.

## Board and management updates

At Board level, we have helped drive these changes with key appointments leading to a historic increase in female representation to 40%, the highest among all companies listed on the Saudi Exchange. This marked an important step in our transformation and modernization journey.

In October 2025, Zein Attar, who previously served as Chair of Tanmiah's Nomination and Remuneration Committee and as an Independent Member of the Board, assumed an Executive Member classification as Managing Director and Chief Human Resources Officer.

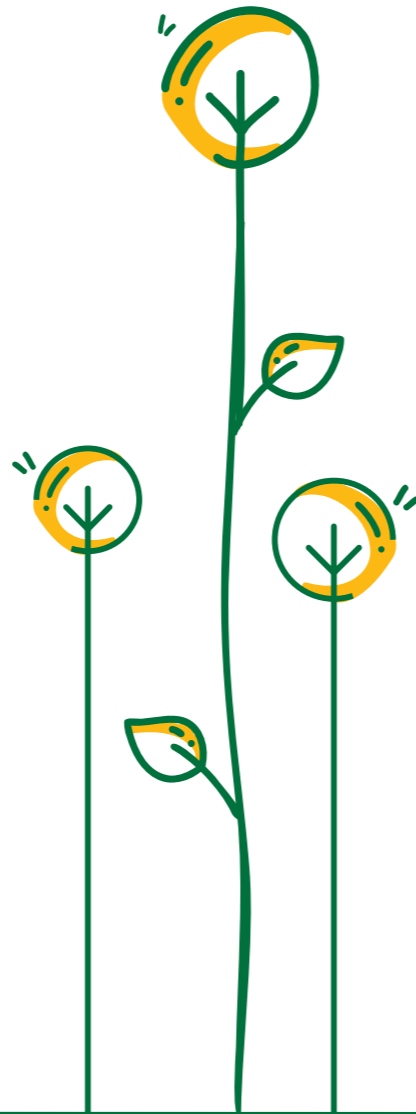
Promoting greater diversity within leadership brings a wider range of perspectives, ideas, and insights that are essential for reinforcing governance and driving sustainable growth.

## Chairman's Message continued

### The year ahead

Whilst 2025 was a challenging operating environment, we are confident that the roadmap to operational excellence that we have in place will begin to be reflected in the Company's performance in 2026. The long-term outlook remains positive with Saudi Arabia's poultry sector projected to grow from USD 5.13 billion in 2025 to nearly USD 6.91 billion by 2030. As the second largest player in the fresh poultry sector, we will be a principal beneficiary of market growth, and efficiencies across the business will drive increases in shareholder value and long-term dividend growth.

Finally, I would like to thank His Majesty King Salman bin Abdulaziz Al Saud, Custodian of the Two Holy Mosques, and His Royal Highness Prince Mohammed bin Salman Al Saud, Crown Prince and Prime Minister of the Kingdom of Saudi Arabia, for their visionary leadership. The agri-food sector has benefited profoundly under Vision 2030 from government initiatives that are ensuring Saudi food security and self-sufficiency in the long-term.



# حفل تدشين أحدث منشآت شركة التنمية الغذائية



# CEO's Message

**The focus in 2025 was on strengthening the Group's operating foundations, stabilizing newly commissioned assets, reinforcing cost discipline, improving productivity and aligning the organization to perform effectively through the cycle. Management attention was centered on translating capital investment into sustainable, efficient production, improving run-rate performance and embedding standardized operating practices across our operations.**

**Syed Zulfiqar Hamadani**  
Chief Executive Officer



## Turning scale into sustainable value

Tanmiah is at an inflection point in its development. After a period of sustained investment and expansion, the business has entered a phase where operational discipline, consistency and execution are critical to converting scale into enduring value. This shift required a greater focus on day-to-day performance management, asset utilization and delivery against clearly defined operational priorities across the Group.

The focus in 2025 was on strengthening the Group's operating foundations, stabilizing newly commissioned assets, reinforcing cost discipline, improving productivity and aligning the organization to perform effectively through the cycle. Management attention was centered on translating capital investment into sustainable, efficient production, improving run-rate performance and embedding standardized operating practices across our operations. These actions were taken to ensure that Tanmiah's growing scale translates into resilience, sustained market share and long-term profitability.

While financial performance reflected the pressures of a more demanding operating environment, the progress made across operations materially enhanced the Company's readiness for the next phase of growth. These initiatives improved visibility, control and predictability across core operating activities.

## Executing through the cycle

Throughout the year, management remained focused on disciplined execution across the Group's operations. In our core poultry business,

2025 was a year of operationalization, bringing major assets online and embedding higher standards of efficiency, biosecurity and automation across the production base. The commissioning of the Majmaah 2 primary processing plant and the Dahna feed mill represented a transition from capital deployment to operational delivery, laying the groundwork for lower unit costs and margin improvement as utilization increases.

At the same time, we intensified our focus on operational discipline across the Group. Cost control, productivity improvements and tighter working capital management were prioritized to protect liquidity and ensure scale delivers sustainable value over time. These measures were supported by closer performance monitoring, clearer accountability frameworks and improved coordination between operations, supply chain and commercial teams. While the full benefits of these measures will be realized as market conditions normalize, they are already strengthening Tanmiah's ability to perform consistently through volatility.

## Diversification supporting growth

Beyond fresh poultry, diversification across operating segments continued to support revenue stability during the year. The Animal Feed and Health Products segment delivered steady performance, reflecting consistent demand and the continued evolution of the business toward a more integrated, manufacturing-led model. Diversification across the Company's operating activities continued to support risk management resiliency during the year. Management remained focused on strengthening execution across the

portfolio, ensuring that each business operates with appropriate discipline, cost control and alignment with the Company's overall operating objectives.

Partnerships with international operators continued to play an important role in strengthening Tanmiah's operating capabilities. During the year, management focused on collaborations that bring technical expertise, operational scale and access to new markets, supporting the Group's long-term ambition to compete effectively across regional and international halal protein markets.

## Sustainability through operational efficiency

In 2025, sustainability initiatives were increasingly implemented with a clear operational lens. New facilities were commissioned with improved energy efficiency, enhanced water management, and waste reduction capabilities, delivering both environmental benefits and cost efficiencies. The Company continued to reduce resource intensity and improve supply chain resilience across our business units, supporting a more efficient and future-ready operating model.

These initiatives are integral to how Tanmiah operates today, strengthening resilience while aligning the business with evolving regulatory and stakeholder expectations.

## Strengthening the organization

Scaling excellence is not only about assets; it is equally about organization and accountability. During the year, management took decisive steps to streamline operations and align the workforce structure with the Group's next phase of growth.

These actions were taken carefully and responsibly, with a clear objective: to ensure Tanmiah remains agile, competitive and well positioned to execute consistently as scale increases.

Alongside these changes, we continued to invest in leadership development, talent capability and governance processes to support the growing complexity of the business.

## Looking ahead

While 2025 tested the sector and our businesses, it also marked an important transition year for Tanmiah. We enter the next phase of the cycle with a modernized production base, a reinforced digital platform, a stronger cost structure, diversified revenue streams, and greater operational discipline across the Company.

As market dynamics move toward greater balance, management's focus remains on disciplined execution, prudent capital allocation, continued operational improvement and consistent delivery of long-term value. The foundations strengthened during 2025 position Tanmiah to convert scale into sustainable profitability and improved returns for shareholders in the years ahead.

I would like to thank our Board for its guidance, our partners for their continued collaboration and, most importantly, all Tanmiah's people for their resilience, professionalism and commitment during a demanding year. Together, we remain focused on building a stronger and more resilient Tanmiah.

# Market Overview

In 2025, Saudi Arabia's economic transformation accelerated with strong momentum, According to flash estimates released by Saudi Arabia's General Authority for Statistics, oil activities in the Kingdom expanded by 5.6% in 2025 compared to the previous year, while non-oil operations and government activities rose by 4.9% and 0.9%, respectively, during the same period. Powered by strategic Vision 2030 investments and cutting-edge technological innovations, the Kingdom is advancing key industries such as AI adoption, digitalization and tourism. A central pillar of the Kingdom's 2025 progress is its unwavering commitment to food security, supported by programs that bolster food reserves and maintain supply continuity. The government is aggressively pushing for the localization of essential food items, particularly within the meat and poultry sectors. These efforts are underpinned by investments in high-tech farming and climate-smart agriculture, significantly increasing self-sufficiency rates across the Kingdom.

## Robust growth in GCC and Saudi non-oil activity

The GCC region experienced picking up economic growth, with an average GDP increase of approximately 3.8% in 2025 and a projected growth of 4.4% in 2026, according to the World Bank. This expansion was primarily driven by robust non-oil sector performance, supported by ongoing government investments in infrastructure aimed at economic diversification. Inflation remained relatively low and is expected to remain around 2% in 2026 and 2027,<sup>1</sup> reflecting stable consumer prices across the region. Despite global economic challenges and regional geopolitical tensions, the GCC maintained fiscal stability, underpinned by prudent economic policies and strategic initiatives to enhance non-oil revenues. The region's commitment to

infrastructure development and economic reforms consistently bolsters its resilience and growth prospects.

For Saudi Arabia, the region's largest economy, official flash estimates for 2025 show a 4.5% expansion in real GDP (up from 4.3% in 2024) and a 4.9% surge in non-oil activities. Economic momentum is progressing steadily, marked by the fact that non-oil activities now comprise over 55% of the Kingdom's GDP.<sup>2</sup> Prudent macroeconomic policies, fiscal reforms and improvements in the regulatory business environment have fostered strong domestic demand and supported the expansion of non-oil sectors such as trade, construction and transport. The gains in non-oil activity reflect ongoing diversification efforts, though maintaining this growth requires

focus on reversing declining productivity, financial stability and intergenerational equity.

Inflation in Saudi Arabia stood at 1.9% in November 2025,<sup>3</sup> reflecting a stable environment supported by prudent fiscal policies and a recent government rental freeze in Riyadh. While prices of categories like clothing and furniture declined, housing costs remained the primary source of price pressure. Housing, water, electricity, gas and other fuels rose during the year. Food and beverages saw a modest increase of 0.8%, with poultry producers facing competitive pricing pressure from both imports and local production. This helped maintain a balanced inflation environment that underscores the resilience of the Saudi economy amid global uncertainties.

<sup>1</sup> GCC Corporate and Infrastructure Outlook 2026 – St, S&P Global

<sup>2</sup> Invertors' Guide to FY26 – Strategy Report, January 2026, Aljazira Capital (link)

<sup>3</sup> Alrajhi – Saudi Market Outlook 2026 Report



## Market Overview continued

### A transforming and growing Saudi agriculture sector

In 2024, Saudi Arabia's agricultural sector achieved remarkable progress, driven by strategic government investments and initiatives under Vision 2030. The sector made a significant contribution to the national economy, having contributed USD 31.5 billion to the Kingdom's GDP in 2024, with total agriculture and food production exceeding 16 million tons, according to the Ministry of Environment, Water and Agriculture.<sup>4</sup>

Key initiatives such as the National Agriculture Strategy 2034 and the Made in Saudi program play a pivotal role in fostering sustainability, innovation and self-reliance across the industry. Although nearly 90% of Saudi Arabia's land is desert, the Kingdom has significantly expanded domestic crop production and lowered its dependence on imports. It has already achieved full self-sufficiency in dates, fresh dairy and table eggs.

Throughout 2025, the Saudi government accelerated the modernization of farming practices by integrating AI-driven production lines, climate-smart technologies and other advanced methods to improve yields and reduce import dependency. The Made in Saudi initiative, launched in 2021, has further strengthened domestic consumption and elevated the global profile of locally produced goods, reinforcing the Kingdom's broader push toward self-reliance.

These efforts align with Vision 2030, which prioritizes strengthening the agricultural sector to enhance national food security and support economic diversification. A major focus

has been the modernization of poultry farming and related industries, with an emphasis on adopting advanced technologies and improving production efficiency.

As a result, the Kingdom has achieved an 80% self-sufficiency rate in poultry in 2025, with targets to reach 90% by 2030. Ongoing government support, through infrastructure development, sectoral modernization and collaboration with private operators, has been central to this progress. Collectively, these initiatives aim to increase the contribution of domestic poultry production to national consumption while fostering job creation, innovation and long-term resilience across the value chain. By promoting advanced production practices and enabling ongoing sector development, Saudi Arabia is reinforcing its commitment to long-term food security and agricultural sustainability.

### Large and strategic edible meat market

The GCC edible meat market was valued at \$ 75 billion in 2025 and is projected to reach \$ 98 billion by 2031, growing at a CAGR of 4.6% during this period. Poultry continues to anchor the market, accounting for 63% of total revenue share in 2025. A combination of factors including product consistency, increased regional production, affordability relative to red meats, its higher protein and lower fat profile, and strong penetration in QSR menus has made poultry the most consumed protein in the region.

In Saudi Arabia, the poultry meat market represents the largest regional share, accounting for just over 50% of the total GCC meat revenue in 2025. The Kingdom has made massive strides in self-

sufficiency, with broiler chicken production reaching 1.3 million tons in 2024, a 12.9% increase over the previous year. Key drivers for poultry sector growth include growing adoption of online channels, retail expansion, innovative logistics solutions, technological advances like self-checkout systems and a shift toward processed and ready-to-cook formats. The sector has also benefited from government support through subsidies, loans and rebates, which have reduced production costs and attracted international investment.

### Consumer trends driving spending

In the MENA region, consumer spending behaviors reflect a continued shift from broad-based consumption to more intentional choices, with a focus on prioritizing purchases that add value. Softening inflation and expected interest rate cuts have boosted disposable income and strengthened consumer spending.

In Saudi Arabia, consumer spending showed robust growth throughout 2025, driven by a significant shift toward digital payments and e-commerce.<sup>5</sup> By October 2025, the total consumer spending reached \$ 138.2 billion, representing a 14% increase compared to October 2024.<sup>6</sup> Intentional consumers are willing to pay a premium for convenience and products that enhance their quality of life. The food and beverage (F&B) sector is the primary beneficiary of the digital transition.

The Saudi F&B sector is undergoing a digital revolution, with 70% of incremental growth through 2030 expected to be driven by e-commerce and food service channels. E-grocery penetration is on a rapid ascent, projected to reach 12% by 2030

and account for roughly 70% of total market growth by that time. This shift is underscored by a massive surge in e-commerce sales via the Mada network, which reached \$ 30.7 billion in October 2025, a staggering 68% leap compared to the previous year. To support this, online platforms like Noon and Talabat are aggressively scaling cold-chain logistics to handle fresh and frozen products. This environment specifically favors processed meat formats, such as nuggets and marinated cuts, which are more suited for the agile requirements of last-mile delivery.

### Rapid growth of food service and QSR market

The food service (on-trade) channel remains the powerhouse of the GCC meat market, accounting for 53.25% of revenue in 2025.<sup>7</sup> This growth is strongly supported by a tourism-led rebound, with international arrivals reaching 72.2 million in 2024<sup>7</sup> and driving higher demand for meat-based dishes across hotels and resorts. In Saudi Arabia, the food service sector is projected to grow at a 4%-6% CAGR, fueled by shifting household habits and the Kingdom's expanding tourism economy. Premium international brands and

chains continue to outperform independent operators as tourists and affluent residents seek consistent quality. This is especially evident in the Quick Service Restaurant (QSR) segment, where operators rely on portion-controlled, pre-marinated poultry to maintain uniformity across rapidly expanding networks.

Saudi Arabia's fast-food market is thriving, supported by a young population, rapid urbanization and rising disposable incomes. Demand for QSRs continues to climb, reinforcing their central role in shaping the regional food service landscape. The segment's expansion, particularly among brands offering healthier menu options, presents significant growth potential as consumer lifestyles and preferences evolve.

### Accelerating investment in farm animal feed and health

The GCC compound feed and animal health market was valued at USD 14.2 billion in 2025 and is projected to reach USD 19.31 billion by 2031, growing at a CAGR of 5.24%.<sup>8</sup> This growth is driven by massive strategic investments in livestock management and advancements in veterinary healthcare

technologies, such as Saudi Arabia's \$ 9 billion (USD 2.4 billion)<sup>8</sup> Hafar Al-Batin livestock-city, which integrates veterinary labs and high-tech feed mills. A heightened focus on livestock health is specifically fueling demand for medicated additives, including probiotics, prebiotics and immune boosters, as producers shift toward preventive nutrition to comply with stricter antibiotic regulations.

As livestock production remains a cornerstone of Vision 2030 food security goals, these investments are dramatically increasing productivity; for instance, precision nutrition and mill automation are now cutting feed-conversion ratios by up to 8%. The region's commitment to high-tech farming is further evidenced by Saudi Arabia achieving 80% self-sufficiency in poultry and Oman's USD 1.2 billion investment in marine aquaculture.<sup>8</sup> Supported by UAE's 25% feed subsidies and advanced Made in Saudi initiatives, the GCC is rapidly establishing itself as a global hub for sustainable livestock management and export-ready animal products.

<sup>5</sup> Bain and Company - Middle East Consumer Products Report 2025 (link)

<sup>6</sup> argaam - Saudi Arabia's consumer spending (link)

<sup>7</sup> Mordor Intelligence - GCC Edible Meat Market Size and Share Analysis - Growth Trends and Forecast (2026-2031) (link)

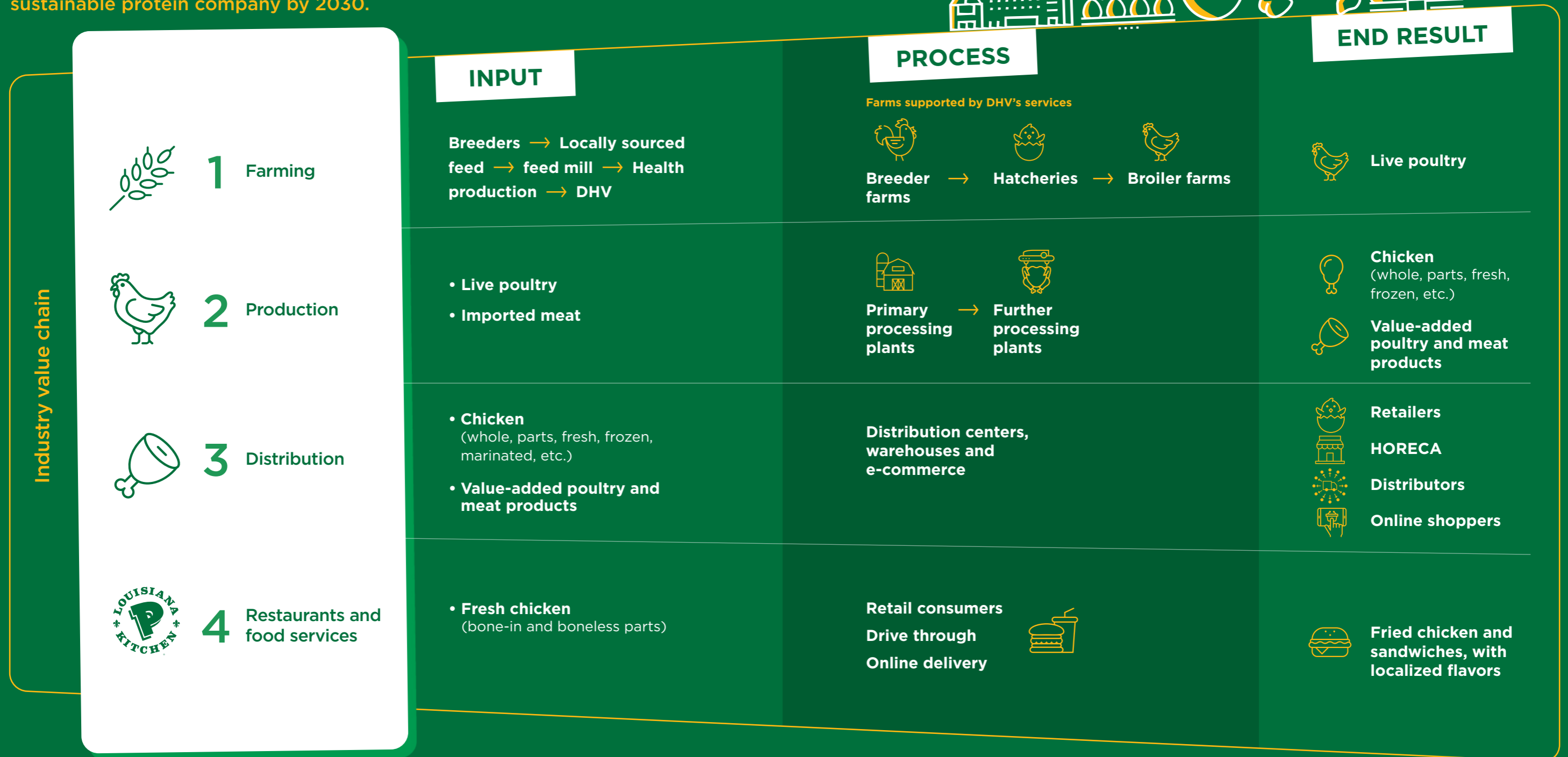
Mordor Intelligence - Global Edible Meat Market Size and Share Analysis - Growth Trends and Forecast (2026-2031) (link)

<sup>8</sup> Mordor Intelligence - GCC Compound Feed Market Size and Share Analysis - Growth Trends and Forecast (2026-2031) (link)

<sup>4</sup> argaam - Saudi agri-food output exceeds 16m tons in 2024: MEWA (link)

# Our Business Model

Tanmiah operates a fully integrated halal protein platform, controlling the value chain from breeding and feed production through processing, distribution, and food service. This integrated model enhances biosecurity, cost efficiency, quality control, and margin resilience, positioning us to become the leading global halal sustainable protein company by 2030.



# Our Strategy and KPIs

Tanmiah's strategic focus for 2025 continued to be centered on sustainable growth through three key engines to capitalize on opportunities for growth and diversification. With a focus on operational excellence, innovation and talent development, Tanmiah is delivering value for all our stakeholders and growing for a sustainable tomorrow.

## Strategic growth engines

Tanmiah will continue to pursue its growth strategy, built around three engines of growth.



### Engine 1

will focus on sustaining and growing the core market by enhancing our primary processing and further processing capacities, in addition to building best-in-class assets.



### Engine 2

will focus on QSR by bringing Popeyes® to its full potential in the region and using this platform for further expansion into a multi-brand player in core markets.



### Engine 3

will fuel Tanmiah's expansion into global halal protein markets by leveraging its partnerships with international market leaders.

## Growth engine

Focus on sustaining and growing the core market by enhancing our primary processing and further processing capacities, in addition to building best-in-class assets

Focus on QSR by bringing Popeyes® to its full potential in the region and using this platform for further expansion into a multi-brand player in core market while expanding the global halal QSR space

Fuel Tanmiah's expansion into global halal protein markets by leveraging its partnerships with international market leaders

## Focus

Investment across the value chain – breeder farms, hatcheries, broiler houses, feed mills, primary and further processing plants – operational excellence, customer-focused go-to-market strategy

Drive profitable Popeyes® operations through geographic expansion, sustained revenue growth in the QSR segment, and the rollout of new outlets in core markets

Enter international markets by leveraging the strength and credibility of Saudi Halal standards

Expand protein portfolio

## 2025 achievement

Expanded primary processing capacity by an additional 270k birds per day, with sales volumes increasing by 12.4% year-over-year

Inauguration of Dhana feed mill adding 40MT/hour in capacity to existing capacities

Construction has commenced on an additional 100 broiler houses

Launch of new products automation in farming operations

Opened 95 Popeyes® outlets as at year-end and 41.8% revenue growth YoY

Popeyes® marked its debut in Kuwait in Q1 2025

MoU was signed with Griffith, exploring the production of Halal ingredients

Signed an MoU with Vibra for potential investments and strategic collaborations to expand global footprint in halal poultry

Continued partnership with US-based Tyson Foods, a global leader in poultry and animal protein, and MHP, the largest agritech company in Europe

## Key enablers



**Strategic partnerships** – leveraging collaborations with public institutions and private sector partners to strengthen technical capabilities, scale efficiently, and expand market reach



**Operational and commercial excellence** – Embedding disciplined performance management, cost efficiency, digital integration, and innovation across the value chain to enhance productivity and margins



**Organizational capability and talent** – Aligning the operating model with strategic priorities while attracting, developing and retaining high-performing talent to support sustainable growth



**Sustainable and responsible operations** – Integrating environmental stewardship, biosecurity, and governance standards across all stages of the value chain.

Tanmiah's core values revolves around "Omnipreneurship" framework which embeds the three fundamental principles of Giving, Earning and Sustaining across all of Tanmiah's activities, reinforcing the Company's significant role within the food sector, as well as its impact on the Saudi economy and society.



## Giving

- Embed "giving" as part of our core operations in our global hubs to create value while maximizing the impact on lives
- Generate employment for Saudi youth across the Tanmiah network
- Improve access to food for the underprivileged through Tanmiah's giving calculator
- Become a leading participant in the green initiative



## Earning

- Become the number one global halal, sustainable healthy protein company by 2030
- Expand fresh chicken production and Further Processing business
- Bring Popeyes® to its full potential, become a multi-platform player in QSR
- Expand footprint globally while diversifying into other protein categories



## Sustaining

- Become a role model for sustainable protein production, regionally and globally
- Community and environment initiatives
- Innovation for waste and energy solutions
- Improve animal welfare

## Where to play

- Create further job opportunities for locals and expats
- Invest resources to contribute to the Kingdom's food security goals
- Support local entrepreneurship-tenancy model for farms and real estate owned by local landlords and operated by Tanmiah
- Collaborate with social welfare organizations to positively impact change and support the needy

## How to win

- Scale up production and supply chain capacities to deliver over one million bpd
- Increase production of FPP
- Increase presence in animal feed, hatching eggs and AHP market
- Improve brand equity
- Increase NPD and innovation
- Increase market penetration and enhance distribution network
- Expand into international halal markets through strategic business partnerships

- Use treated wastewater for One Million Tree plantation and reduce carbon footprint
- Improve animal welfare
- Explore energy efficiency initiatives and renewable sources to reduce emissions
- Continue to expand and use digital automation and AI to improve operational efficiency

## Our Strategy and KPIs continued

### Our priorities

#### Initiatives



#### KPIs



#### 2025 achievement



#### Agribusiness segment (including fresh poultry, animal feed and health products): Target growth and delivery of new capacity

##### Expand assets:

- Invest across the value chain - breeder farms, hatcheries, broiler houses, feed mills and primary processing plants
- Invest in Tanmiah's brand equity enhancement and distribution and logistics network to improve penetration and support market share expansion across new channels and territories

##### Supply HORECA clients with high-quality products:

- Invest in partnerships and infrastructure to enhance agility in meeting the evolving needs of the HORECA sector, while expanding solutions based on locally grown chicken and supporting the Company's growing retail footprint
- Develop and expand the product portfolio including value-added SKUs, catering to retail, as well as expansion of distribution under the Tanmiah brand to access consumer markets across the GCC and enter new markets

##### Maximize revenue growth for animal feed and health products

- Increase feed, hatching eggs and day-old chick volumes
- Increase partnerships with more principals to grow animal health portfolio
- Expand local customer base and product range

#### Restaurant Operations segment: Increase footprint across markets and concepts

##### Downstream integration:

- Expand the downstream Restaurant Operations Segment with increased footprint of stores
- Introducing new QSR concepts in the region
- Leverage locally grown chicken and create new growth opportunities via QSR

#### Strategic partnerships and new ventures

- Engage in strategic partnerships to support expansions of core business
- Partner with providers of growth opportunities and create value in new categories and geographies

##### Revenue growth

- Additions of farms, hatcheries, feed mills and primary processing plants to expand production
- Increase in number of distribution routes

• Growth of revenue by **1.3%** despite sector challenges

• **157** farms (133 in 2024)

• Majmaah 2 primary processing plant and Dahna feed mill inauguration in September 2025

• **584k/day** PPL average production vs **550k/day** in 2024 (+6.1% YoY)

• 445 distribution routes (404 in 2024)

##### Increase utilization of further processing plants

- Expand into new, synergistic markets
- Establish core, long-term QSR partnerships and food service customers

• 12% increase in volumes produced and sold, reaching 30k MT in 2025

• Expanded into new markets across Asia and Africa, including Sri Lanka, Kenya, Nigeria and Pakistan

• Reached 174 total customers, with McDonald's-related production volume growing 45% YoY

• Established a new strategic partnership with McDonald's Saudi Arabia focused on promoting the supply of locally sourced poultry to one of the world's largest and most recognized quick-service restaurant chains, reinforcing both companies' dedication to quality and local agricultural development

##### New customers

- New partnerships
- Number of new products introduced
- Gross margin

• **34** new customers

• Two new partnerships

• **5** new animal health products

• Gross margin of **7.6%**

##### Revenue growth

- Increase in GCC presence
- Number of new stores opened

• Growth of revenue by **41.8% YoY**

• Popeyes® marked its debut in Kuwait in Q1 2025

• Number of stores has grown to 95 as at December 2025, increasing total footprint to **87** stores in KSA

• Total Bahrain and Kuwait expansion reaching 4 stores in each country

##### Look for partnerships that will bring synergistic benefits to Tanmiah

• MoU was signed with Griffith, exploring the production of Halal ingredients

• Signed an MoU with Vibra for potential investments and strategic collaborations to expand global footprint in halal poultry

# Case study

## Strategic Brand Transformation

# From tradition to trendsetter The “Taste Secrets” revolution

### Prologue: The wall of routine

For decades, Tanmiah stood as a trusted pillar in Saudi kitchens, synonymous with quality and heritage. Recognizing that the core Fresh Boneless Chicken Breast segment had reached a stage of market maturation, the team proactively identified the next growth horizon. Rather than competing solely on promotional intensity, Tanmiah strategically moved beyond the traditional commodity space, laying the foundation for high-value, consumer-centric food innovation.

Deep-dive consumer research with Kantar revealed an unmet opportunity in Saudi kitchens. While health-conscious families valued chicken breast for its protein and lean profile, they faced preparation complexity, the time-consuming cleaning, cutting and hours-long marination before meals could even begin. This insight clarified the path forward: simplifying everyday cooking while elevating value through ready-to-use, thoughtfully crafted solutions.



## Case Study Strategic Brand Transformation continued

### Mission: Navigating the unknown

The team embarked on an ambitious journey to launch Taste Secrets, but the path was far from clear. There was no existing branded “Fresh Marinated Boneless Breast and Thighs” category in the market to use as a benchmark. The team pioneered a new category and this required addressing critical considerations:

- **Trust and consistency:** Could a branded retail innovation formalize an unstructured segment through consistent, branded quality?
- **Premium identify:** How should a premium product reflect its quality through packaging?
- **Price authority:** Could a trusted national brand like Tanmiah successfully command a premium price?

### Strategy: A masterclass in consumer empathy

Rejecting guesswork, the team launched multi-stage research. This was not just a survey; it was an immersion into the Saudi kitchen and consumption behavior:

1. **The exploration:** Focus groups were used to pin down the exact “tension points” of prep fatigue.
2. **The proof:** The team did not just test concepts; they conducted live tastings and placed products in households for real-world cooking tests.



3. **The polish:** Packaging was refined to meticulously reflect “Premium” and “Modern” while communicating high-protein claims (21g-26g per 100g); “Tender & Tasty”, reflecting functional attributes; “Fresh Saudi Made” authenticity; and “Quick & Easy”, emphasizing convenience.

The objective was to leverage Taste Secrets as a halo innovation, strengthening brand equity while accelerating premium perception.

### Result: A product line born

The launch did more than just sell chicken; it elevated the category’s value proposition. The Taste Secrets range delivered a powerful impact across every metric in 2025.

- **Substantial market outperformance:** While the total marination market grew at a healthy 4.5% in volume, Tanmiah’s marination volume skyrocketed by +30.2%, (including both regular marination and Taste Secrets range) as per NIQ retail audit on MAT comparison with December 2025 data.
- **Operational momentum:** The Taste Secrets portfolio achieved significant margin expansion through a refined route-to-market (RTM) strategy and disciplined portfolio optimization by account. These enhancements, coupled with targeted marketing, delivered a 52% surge in average monthly volume during Q4 2025 compared to the preceding nine-month average, demonstrating scalable demand acceleration following RTM optimization.
- **Accelerated value creation:** The team successfully shifted the brand upward, achieving a +35.7% growth in value on MAT comparison with December 2025 data as per NIQ retail audit.
- **Decisive category penetration:** In just one year, the Taste Secrets range achieved a rapid category adoption with 1.4% volume share as per NIQ, driving Tanmiah’s total share up by an additional 2.6 percentage points in total marination segment.

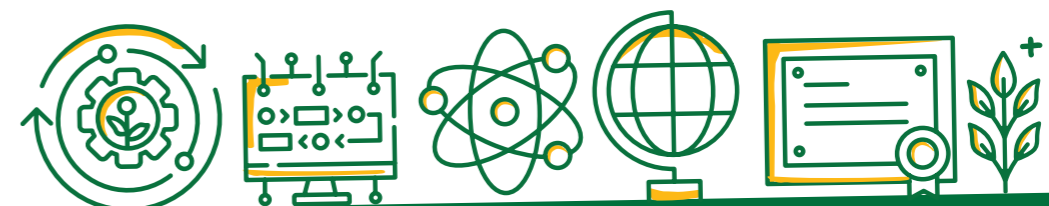
### Phase II: Evolution through agility - the localized portfolio strategy

True success stories are built on the ability to listen and pivot. Throughout 2025, Tanmiah adopted a rigorous portfolio management approach, utilizing real-time data and consumer feedback to refine the Taste Secrets range. When early variants surfaced optimization opportunities, the team decisively pivoted toward localizing the flavor profile by integrating authentic ingredients that resonate with Saudi heritage. This commitment to local taste and innovation was headlined by the successful expansion of the portfolio to include Butter Chicken and BBQ variants.

With a now-optimized foundation of local authenticity and effortless cooking, Tanmiah enters the next year with a robust pipeline and even more exciting flavors yet to come.

### Conclusion: The secret to success

The Tanmiah Taste Secrets launch is a testament to the power of consumer-centric innovation. By identifying a genuine complexity in everyday meal preparation and meeting it with a premium, science-backed solution, the team has not just grown the business, they have redefined what Tanmiah stands for in the hearts of Saudi consumers. By combining consumer insight, operational excellence and disciplined portfolio strategy, Tanmiah continues to build a scalable innovation platform, setting a new benchmark for value-added poultry in Saudi Arabia.



# Saudi Vision 2030

Under Vision 2030, Saudi Arabia is advancing food security through strategic investments and innovative policies, fostering self-sufficiency and sustainability. Poultry remains a cornerstone of this vision, with government support, partnerships and incentives – such as 100% foreign ownership, production-based subsidies and support for local producers – fueling growth.

With an ambition to “Become the #1 global halal sustainable healthy protein company by 2030”, Tanmiah is leveraging these opportunities to expand its production capacity and strengthen supply chains, while ensuring sustainable practices.

Through innovation and strategic alignment, Tanmiah is contributing to the Kingdom’s journey to achieving self-sufficiency and strengthening food security. Together with Vision 2030, we aim to create a sustainable future for Saudi Arabia.

## Ensuring food security and sustainability

### Building capacity and capabilities to drive food security and sustainability

- Target one million birds per day production capacity, contributing to food security and sustainability goals
- Coordinated with the government to create value while strategically avoiding overcapacity
- Built a full value chain from parent farms to restaurants, ensuring operational efficiency and quality

### Driving international partnerships for investment and food security

- Continued strategic partnership with MHP SE, a leading international food and agritech group, to enhance food security and self-sufficiency in Saudi Arabia’s poultry sector. Through this joint venture, the companies plan to invest over ₪ 200 million in farming operations, including facilities capable of producing approximately 175 million hatching eggs annually.
- Continued partnership with US-based Tyson Foods, a global leader in poultry and animal protein. Under this agreement, Tyson holds stakes in Supreme Foods Processing Company (SFPC) and Agriculture Development Company (ADC), with the aim of doubling SFPC’s processing capacity through joint investment.



## Saudi Vision 2030 continued

### Empowering a fulfilling and healthy life

#### Improving health services

- Expanded production of high-nutrient, chicken products including Omega-3 and the fresh Taste Secrets line
- Introduced innovative added-value fresh products for highly diversified trade channels using locally grown chicken
- Ensured adherence to stringent quality standards, such as ISO 22000 and BRCGS AA+ ratings, to guarantee food safety and quality
- Established the first animal health pharmacy and equipment stores in Riyadh, with three additional pharmacies and two equipment stores under development in other regions
- Raised consumer awareness through campaigns

#### Ensuring environmental sustainability

- Utilized waste management systems to turn production waste into valuable resources used in production and agriculture.
- Incorporated automation to optimize energy and resources used in production facilities
- Protect and rehabilitate natural landscapes, including planting 573,000 trees in Saudi Arabia by the end of 2025, progressing towards Tanmiah's One Million Trees initiative
- Introduced efficient supply chain practices to minimize food wastage during transport and operations
- Reduced carbon emissions:
  - Optimized delivery routes at Further Processing business, reducing fuel consumption and carbon footprint
  - Installed ecology systems in eight mall Popeyes® locations, reducing odor and carbon emissions by 80%
- Implemented a Track & Trace system to monitor fleet fuel usage, lowering greenhouse gas emissions
- Sustainable use of water:
  - Established an on-site reverse osmosis (RO) plant to eliminate dependency on third-party freshwater supplying approximately three billion liters annually. This aims to reduce logistics-related Scope 3 emissions, enhance water security and achieve ₪ 6.9 million in yearly cost savings upon full regulatory approval and operational commissioning
  - Three RO plants were established in Shaqra, Hamada and Dhana regions and are already operational; they will contribute to an increase of 1.5 million liters of fresh water annually

#### Supporting culture and entertainment

- Launched seasonal campaigns around food focused and cultural activities
- Organized events for our colleagues, such as Founding Day, Women's Day, Ramadan Iftar and Gold Coin, Eid al Fitr, National Day and more
- Sponsored and participated in culinary events
- Fostering inclusive and equal employment opportunities, engaging diverse groups and creating local awareness about environmental and social impact initiatives
- Achieved an overall score of 86% for Great Place To Work

#### Creating a suitable environment to empower Saudis

- Supporting emerging local QSR brands and entrepreneurs by providing innovative product solutions and R&D support
- Increasing workforce participation:
  - Achieved 30% female representation among cashiers across all Popeyes® stores, with 71% of those roles held by Saudi nationals
- Empowering employees with training programs for essential skills such as:
  - Fire safety emergency
  - First aid and CPR
  - Labor law
  - Food safety
- Partnering with leading Saudi academic institutions to foster innovation and strengthen national talent development through joint education and workforce initiatives
- Supporting inclusion of people with disabilities to fulfil hiring needs and achieving the Silver Environment Certification (Mowaamah) from the Ministry of Human Resources and Social Development



# CFO's Review

Scaling excellence. Driving sustainable growth.

The operating landscape for the Saudi poultry sector was materially more challenging in 2025. Following several years of aggressive, industry-wide capacity expansion, the market entered a period of oversupply, resulting in sustained pricing pressure across Fresh Poultry and other segments. While this normalization in pricing supported consumer affordability, it compressed margins and weighed on sector profitability.

**Irfan Jawaid Nagi**  
Chief Financial Officer



Against this backdrop, management's financial priority was to balance near-term resilience with long-term value creation. Tanmiah remained focused on scaling operational excellence, maintaining volume growth, strengthening its operating platform and continuing to invest in efficiency and capacity while laying the foundations for sustainable, margin-led growth through the cycle.

Although financial performance in 2025 was impacted by market-driven pricing dynamics, the actions undertaken during the year were deliberate and financially disciplined. Capital deployment, cost control and operational execution were managed with a clear focus on improving unit economics, enhancing scale efficiency and reinforcing the Company's long-term competitive position. As market conditions normalize and new capacity continues to ramp up, these actions position Tanmiah to translate scale into sustainable profitability.

#### Revenue resilience amid industry-wide pricing pressure

Overall, Tanmiah demonstrated resilience in production volumes across its core businesses during 2025, despite a challenging pricing environment. For the 12-month period, revenues increased by 3.5% year-on-year to ₪ 2,653 million, supported by the Company's vertically integrated operating model, diversified revenue streams and expanding distribution footprint.

Fresh Poultry delivered stable revenues of ₪ 2,018 million in the full year, supported by a 12.4% year-on-year increase in sales volumes to 168 million birds.

Daily production capacity increased by 6.1% year-on-year to approximately 584,000 birds per day, reflecting the continued ramp-up of new facilities. However, this volume growth was offset by lower average selling prices, driven by elevated chicken supply in the Saudi market, resulting in sustained pricing pressure across the sector.

At the same time, diversification across other segments continued to support top-line resilience. The Animal Feed and Health Products segment recorded ₪ 435 million in revenues representing 16.4% of total revenues, while Restaurant Operations delivered strong momentum, with revenues increasing by 41.8% year-on-year to ₪ 200 million in the 12-month period, reflecting organic growth and 14 new store openings throughout the year.

#### Scaling excellence through operational and cost discipline

Despite broadly stable revenues, gross profitability declined, with gross profit decreasing by 7.7% year-on-year to ₪ 604 million, and the gross margin moderating to 22.8%, compared to 25.5% in the previous year. This reflected the pace and magnitude of market-driven price adjustments, which could not be immediately offset by cost actions, particularly given the fixed-cost characteristics of poultry operations and the ongoing ramp-up of newly commissioned capacity.

In response to the challenging operating environment in 2025, management intensified its focus on cost discipline, productivity and cash preservation, while continuing to scale operational

excellence across the Company. These efforts were aimed at mitigating margin pressure, protecting liquidity and supporting the efficient ramp-up of newly commissioned capacity.

Operating costs increased by approximately ₪ 41.7 million compared to the same period last year, reflecting the ramp-up of new facilities and the expansion of logistics and distribution capabilities. While these factors limited the ability to fully absorb the speed and magnitude of market-driven price declines in the short term, management actions helped contain the overall impact on profitability and supported EBITDA resilience.

Overall, the cost and operational measures implemented during 2025 strengthened the Company's underlying operating platform and enhanced scale efficiency, which was supported by improved operational execution, the integration of newly commissioned facilities and management actions to contain the impact of higher operating and logistics costs.

#### EBITDA, profitability and capital allocation discipline

As a result of sustained pricing pressure and higher input, financing, ramp-up and distribution costs, EBITDA and net profitability declined during 2025. For the full year, EBITDA decreased by 13.1% year-on-year to ₪ 313.5 million, with the EBITDA margin narrowing to 11.8%, compared to 14.1% in the prior year. Net loss attributable to shareholders amounted to ₪ 18.8 million.

FY 2025 also marks the first year in which we present Restaurant Operations as a stand-alone

reporting segment, enhancing transparency as this business scales alongside our core agribusiness platform.

#### Agribusiness

Of the ₪ 18.8 million net loss at Group level, the agribusiness segment delivered ₪ 37.0 million in net profit, demonstrating resilience despite sector-wide pricing pressure. Record fresh poultry volumes, continued portfolio optimization and a disciplined shift toward higher-margin, value-added products supported revenue and mix performance. However, margins were impacted by external and transitional factors, including elevated fuel and utility costs, higher distribution expenses, increased financing charges and one-off ramp-up costs associated with newly commissioned facilities.

Importantly, these pressures are expected to moderate as asset utilization improves. As new capacity scales and operational efficiencies are realized, improved fixed-cost absorption should support margin recovery.

The Group continues to embed ESG initiatives with measurable financial returns. Energy optimization projects – most notably the conversion of diesel-based boilers and incinerators to liquefied petroleum gas – are expected to deliver sustainable reductions in energy costs while advancing our environmental objectives. These initiatives reflect disciplined capital allocation, prioritizing projects that enhance both financial performance and long-term shareholder value.

## CFO's Review continued

### Restaurant operations

Restaurant Operations recorded a ₪ 55.9 million net loss, reflecting the rapid scale-up and early maturity profile of the store network. Popeyes® performance was impacted by ramp-up costs, brand-building marketing investments, elevated delivery aggregator fees and higher fuel and utility expenses. As the network approaches greater scale, management's focus has shifted toward store-level profitability, operational efficiency and disciplined expansion. Priorities include driving same-store sales growth, localized menu innovation and enhancing guest experience to strengthen brand affinity and long-term returns.

As capacity utilization strengthens across the platform, operating leverage is expected to improve. Higher throughput, stronger cash generation and continued deleveraging should progressively reduce financing intensity and support margin normalization over the medium term.

Overall, Tanmiah remains focused on delivering superior customer value and operational excellence as the Group transitions from a phase of capacity build-out to one of value extraction and performance optimization across its integrated platform.

### Prudent balance sheet management

Capital allocation during the year remained firmly focused on completing high-impact strategic investments, primarily directed toward capacity expansion, automation and vertical integration. This intensive investment cycle – including the commissioning of landmark facilities – resulted in a temporary elevation of net debt to EBITDA to 5.3x.

To prudently fund this growth phase, management utilized project-finance facilities aligned with asset lives and cash flow profiles. By year-end, the Group's funding structure comprised ₪ 585 million in long-term debt, ₪ 459 million in short-term facilities, and ₪ 689 million in lease liabilities, maintaining an appropriate balance between liquidity, tenor and operational flexibility.

Despite earnings pressure during 2025, disciplined working capital management remained a priority and capital commitments were carefully aligned with strategic priorities. Persistent pricing pressure and higher input costs weighed on margins, resulting in a short-term softening of return on equity (ROE) to (2.0%) and return on invested capital (ROIC) to 3.6%. In response, management proactively engaged with banking partners to

ensure funding structures remained appropriate for a capital-intensive business navigating cyclical market conditions. This approach enabled continued execution of the expansion program while preserving covenant headroom and financial flexibility.

Management views the current leverage profile as transitional. With improving asset utilization and the progressive ramp-up of new capacity, the Group has clear visibility on deleveraging through stronger operating cash flows and margin recovery. Overall, the balance sheet remains structured to support long-term growth ambitions while underpinning the next phase of operational scaling.

### Strategic investments in capacity to drive sustainable margins

A defining feature of 2025 was the successful commissioning and integration of major production assets, reflecting Tanmiah's long-term strategy of scaling excellence through operational leadership and disciplined capital deployment.

During the year, the Company continued executing its multi-year investment program, with capital expenditure reaching ₪ 418 million, an increase of 40.4% year-on-year. Investments were primarily directed toward expanding and upgrading core production infrastructure. This included the commissioning of the Majmaah 2 primary processing plant, a purpose-built facility for large birds with capacity of up to 13,500 birds per hour, and the Dahna feed mill, a fully automated operation with production capacity of 40 metric tons per hour.

These new facilities incorporate higher levels of automation, enhanced biosecurity standards and improved energy and resource efficiency. As utilization increases, they are expected to deliver lower unit production costs, improved yield and output, greater product consistency and enhanced operational reliability, while strengthening sustainability performance across the value chain.

Complementing this expansion, Restaurant Operations continued to scale its footprint, adding 14 new stores during 2025 to reach 95 operational Popeyes® outlets.

The Group's expansion program is reflected in right-of-use assets of ₪ 672 million and a robust forward pipeline, supported by committed capital expenditure of ₪ 169 million. These investments position Tanmiah to transition from capacity build-out to value extraction as asset utilization improves.

### Positioned for recovery and sustainable growth

While 2025 placed pressure on profitability, it also marked an important transition year for both the poultry sector and Tanmiah. The operating environment reflected the later stage of an industry capacity cycle, with pricing pressure driven by elevated supply levels. As this cycle progresses, management expects market conditions to move toward greater balance over time, supporting a gradual normalization of margins.

Tanmiah enters the next phase of the cycle with a significantly strengthened operating platform. The Company has scaled and modernized its production base through the commissioning of efficient, automated assets, while ongoing integration and operational discipline have structurally improved the cost and operating base. Established brands and an expanded distribution footprint continue to support volume growth and market reach, complemented by diversified operations and strategic partnerships that enhance scale and earnings resilience. At the same time, a resilient balance sheet provides the financial flexibility required to navigate the cycle and support sustainable growth.

Taken together, these factors position Tanmiah to convert operational scale into sustainable growth and improved profitability as utilization increases and market dynamics normalize, while maintaining a disciplined financial approach aligned with long-term value creation.

### Outlook

Looking ahead, management remains constructive on the medium-term outlook for the Saudi poultry sector. Poultry continues to represent a staple protein category, supported by population growth, evolving consumption patterns and the Kingdom's food security ambitions under Vision 2030. At the same time, near-term market conditions are expected to remain influenced by supply dynamics and input cost volatility as the industry progresses through its cyclical adjustment.

Against this backdrop, Tanmiah is well positioned to benefit from the strategic actions undertaken during 2025. The Company's expanded and modernized operating platform, improving capacity utilization and strengthened cost base are expected to support more resilient and scalable financial performance over time.

Guided by its 2026 strategic pillars – (i) customer-focused commercial excellence and value-added growth, (ii) strengthening the core and optimizing the asset base, (iii) operational excellence, liquidity management and cost discipline, and (iv)

digital enablement and people development – management will continue to prioritize operational rigor, prudent capital allocation and balance sheet strength. Growth will be pursued selectively, with a clear focus on sustainable, value-accretive returns.

Popeyes® is positioned for improved performance as the network matures and operational focus shifts toward store-level optimization. A Saudi-first strategy, anchored in culturally relevant content and local partnerships, continues to deepen brand affinity and customer engagement. Menu architecture enhancements, clearly differentiating value and premium tiers supported by successful launches such as the Shawarma and Kafu Meal, have driven customer acquisition, improved traffic and increased average transaction values. In parallel, sustained brand investment, including a major campaign launched in mid-December, is expected to contribute progressively from Q1 2026 onward.

Tanmiah remains firmly focused on scaling excellence and translating its integrated platform into durable value creation. With disciplined execution and financial resilience, the Company is positioned to navigate the cycle while advancing long-term shareholder returns.



# Technology and Innovation

## Building the digital backbone for scalable growth

During 2025, the Group accelerated its enterprise-wide digital transformation agenda, focusing on strengthening foundational infrastructure, modernizing core systems, embedding automation and institutionalizing robust data governance and cybersecurity frameworks.

These initiatives were designed not merely as technology upgrades, but as structural enablers

of operational excellence, improved governance, enhanced transparency and long-term scalable growth.

The transformation program is anchored on building a resilient digital backbone capable of supporting increased production capacity, expanding commercial operations and more data-driven decision-making across the Group.

## Infrastructure modernization and enterprise enablement

A significant priority during the year was the Group's foundational IT infrastructure across operational and corporate environments. Connectivity, identity management and centralized device governance were enhanced to improve system reliability, strengthen access controls and enable secure remote administration.

These improvements have:

- Increased operational system stability across sites

- Strengthened enterprise-wide security posture
- Enabled centralized oversight of user access and devices
- Improved business continuity and operational resilience
- The modernization of core infrastructure ensures that the Group's expanding operational footprint is supported by stable, secure and scalable digital foundations



## SAP S/4HANA transformation – Core ERP modernization

A key milestone in 2025 was the continued advancement of the SAP S/4HANA transformation program. The Group successfully completed the "Prepare" and "Explore" phases, including comprehensive process design workshops aligned with industry best practices and detailed technical architecture planning.

The S/4HANA implementation is designed to:

- Standardize and harmonize business processes across subsidiaries
- Reduce reliance on complex customizations

- Strengthen internal controls and governance frameworks
- Enable real-time financial and operational reporting
- Improve data consistency and transparency across the enterprise

This transformation represents a cornerstone of the Group's long-term digital strategy and will materially enhance financial visibility, operational integration and decision-making agility in future reporting periods.

## Enterprise automation and process optimization

In parallel with core ERP modernization, the Group expanded its automation initiatives to reduce manual intervention and improve processing efficiency and strengthen control environments.

During the year, key financial and human capital workflows were digitized and automated, including accounts payable processing, time and attendance integration and internal approval workflows.

These initiatives have:

- Reduced manual processing and human error
- Accelerated transaction cycle times

- Enhanced auditability and control traceability
- Improved payroll accuracy and efficiency
- Freed resources to focus on analytical and value-added activities
- Automation is increasingly embedded within the Group's transformation philosophy, shifting operational effort away from repetitive tasks toward performance management and strategic analysis



## Technology and Innovation continued

### Data governance and regulatory compliance

Recognizing data as a strategic asset, the Group strengthened its data governance framework during 2025 to align with evolving regulatory requirements and global best practices.

In compliance with the Kingdom of Saudi Arabia's Personal Data Protection Law (PDPL), the Group implemented structured data classification standards, formalized data retention policies and enhanced documentation of processing activities across critical systems.

These initiatives have improved:

- Visibility over sensitive and personal data
- Accountability in data processing practices
- Regulatory readiness and audit preparedness
- Alignment between operational systems and compliance frameworks
- The formalization of enterprise data governance supports responsible data stewardship while enabling more reliable analytics and reporting across the organization

### Information security and risk management maturity

The Group achieved ISO/IEC 27001 certification during 2025, reinforcing its commitment to internationally recognized information security standards. This milestone reflects the successful implementation of a comprehensive Information Security Management System (ISMS), including risk assessment frameworks, incident response protocols, policy formalization and continuous monitoring processes.

Security capabilities were further enhanced through:

- Expanded enterprise-wide threat monitoring
- Strengthened incident detection and response frameworks

- Regular internal audits and management reviews
- Continuous employee cybersecurity awareness programs
- These efforts materially strengthen operational resilience and reduce cyber risk exposure across the enterprise

The Group has institutionalized a culture of security awareness, recognizing that both technology controls and human vigilance are essential components of effective risk management.

### Enabling the next phase of digital transformation

Collectively, the initiatives undertaken during 2025 establish a robust digital foundation that supports the Group's broader transformation agenda.

The integration of modernized infrastructure, ERP transformation, automation, structured data governance and strengthened cybersecurity enables:

- Greater operational scalability
- Enhanced transparency and governance
- Improved decision support through reliable data
- Increased efficiency and cost discipline

- Stronger resilience against operational and cyber risks
- As the Group continues to expand capacity and scale operations, the digital backbone established during 2025 will serve as a strategic enabler of performance, innovation and sustainable long-term value creation

Digital transformation within the Group is not viewed as a one-time program but as an ongoing enterprise capability - embedded within governance, operations and leadership - supporting the evolution toward a more agile, data-driven and resilient organization.



# Business Review

## Fresh Poultry Production Segment

In a year marking the shift from expansion to execution, Tanmiah's flagship Fresh Poultry segment, delivered through its subsidiary ADC, reinforced its contribution to Saudi Arabia's Vision 2030 food security objectives. With new capacity commissioned, the focus centered on optimizing performance across farms, processing and distribution ensures efficiency and reliability at scale. Despite a challenging market environment, ADC expanded production and strengthened its distribution footprint across the Kingdom and the wider region. With further capacity increases planned for 2026-2027, Tanmiah remains well positioned to support national food security while driving sustainable growth through disciplined execution.

### Dominant contributor to Tanmiah's results

The Fresh Poultry segment continued to make a substantial contribution to Tanmiah's performance, accounting for 76% of total revenue. ADC's capabilities continued growing during 2025 through its experienced local team and the best practices exchange with its strategic partner, Tyson Foods Inc., a leading global poultry producer.

Despite challenging market conditions and sustained pricing pressure driven by an oversupply of imported products, ADC delivered exceptional operational performance through disciplined execution and cost control. Production capacity successfully increased from 550,000 birds per day to 584,000 year-on-year, which, combined with resilient demand for the company's products and distribution network, contributed to ADC's total revenue of 2,018.2 million, compared to 1,971.9 million in 2024. The year was also defined by a record sales volume,

which grew by 12.4%, underscoring the Company's ability to maintain volume momentum and capture market share even in a soft pricing environment.

### Competitive market conditions create value

While demand for poultry products across the GCC remains fundamentally strong, the 2025 environment was characterized by a prolonged period of industry

### About ADC

ADC's operations in Saudi Arabia encompass entire chicken production, feed mills, breeder farms, hatcheries, broiler farms, processing and logistics. All chickens are locally raised, corn-fed (with 100% vegetable feed) following highest animal welfare conditions, rigorously controlled by expert farmers and technicians. Fresh poultry products are sold under the Tanmiah brand to retail channels including hyper, supermarkets and traditional stores as well as food service providers. ADC leverages its strategic partnership with Tyson Foods Inc., a leading global poultry producer, to exchange best practices and support its go-to-market strategies. Tyson holds a 15% stake in ADC.



Marcos Delorenzo  
Chief Executive Officer, ADC

**"ADC's 2025 performance was driven by higher sales volumes, expanded processing capacity, implementation of cost cutting and full potential initiatives as well as the continued build-out of our distribution network; each of which played a critical role in helping us absorb the broader market headwinds. Innovation was another strong pillar for the year, as we continued to introduce new products and enhanced existing ones to better meet the evolving needs of our growing customer base. As we advance on our growth trajectory, our focus remains anchored in implementation of our go-to-market strategy, brand building, innovation, value addition, cost competitiveness and operational efficiency."**

capacity expansion and elevated supply levels. These conditions led to sustained pricing pressure, further intensified by an influx of imported frozen poultry in the Saudi market. To navigate these headwinds, Tanmiah's attention was on disciplined, margin-focused execution and rigorous cost control. This competitive environment drove the Company to become leaner, focusing on extracting maximum value from its integrated asset base

and newly commissioned state-of-the-art facilities delivering higher efficiency. Tanmiah also accelerated its shift toward customer-led commercial excellence, leveraging its R&D capabilities to launch 89 new SKUs over the last three years. By prioritizing higher-margin, value-added offerings like the Taste Secrets range and Frozen Breaded Chicken range, the Company continues to innovate faster and effectively meet the evolving preferences of its consumers.

### Bolstering channels and distribution

ADC maintained its commitment to efficient channel management, expanding its coverage across both retail and food service channels in Saudi Arabia and across the wider GCC. Retail presence grew 39% YoY, while Food Service presence increased 37% YoY. The Company's sales network continued to expand across channels, reaching over 15,000 active clients. ADC continued to execute initiatives to grow the active client base, supported by smarter product-mix decisions that strengthened channel performance.

This strategic focus on market reach helped drive record Fresh Poultry sales volumes. Alongside channel optimization, distribution efficiency showed continued improvements, enabling wider product availability and deeper penetration in the retail sector. ADC's distribution network increased to a year-end total of 445 Fresh Poultry routes, supporting the Company's expanded coverage of the domestic market and its successful strategic entry into the Kuwaiti market.

In an effort to support the Company's sales activities, ADC executed several marketing and advertising campaigns to increase awareness and build Tanmiah's brand, while simultaneously reinforcing its digital offering and campaigns.

Beyond the Kingdom, operations were further expanded within the GCC, across the UAE and Bahrain, where demand for fresh poultry products continues to rise and

where the Tanmiah brand maintains a leadership position. The Company also established a presence in Kuwait in 2025, strengthening its regional footprint and positioning the business for continued growth across high-potential markets.

### Cultural trends affecting chicken consumption

In 2025, ADC's product-innovation agenda was shaped by the rapidly evolving consumer landscape in Saudi Arabia. Chicken remains the Kingdom's preferred protein, supported by its affordability and the growing shift toward healthier, leaner options over red meat. At the same time, modern lifestyle changes have intensified demand for convenience, with time-pressed urban households increasingly seeking pre-packaged ingredients and ready-to-cook formats that offer a healthier profile and incorporate local ingredients and familiar flavors. Convenience has become a defining priority, driving rising interest in efficient kitchen solutions and practical meal options that simplify preparation without compromising nutritional value.

Recognizing these shifts, based on consumer marketing researches and consumer insight, ADC concentrated its innovation efforts on fresh marinated new offerings, including the unique marinated chicken breast product solutions that naturally align with consumer

584,000

Birds per day, up 6% YoY

priorities around convenience, health and versatility. These offerings meet a wide range of needs, with their quick and simple preparation making them especially appealing to busy, health-conscious consumers.

By aligning the Company's product development and marketing strategies with these consumer insights, ADC's poultry operations have successfully tapped into the evolving needs of Saudi consumers. The Company's wide range of chicken products has become a staple in many households, offering the perfect blend of convenience, health and culinary versatility that modern consumers demand.

### Addressing the market with new appetizing and award-winning products

Innovation remained a primary strategic pillar as Tanmiah accelerated its efforts to de-commoditize poultry through high-margin, value-added offerings. The Taste Secrets marinated line continued its market leadership,



## Business Review continued

### Fresh Poultry Production Segment continued

being crowned Product of the Year 2025 – Gulf Edition (marking Tanmiah's fourth consecutive win) and receiving a prestigious highest 3-star rating from the International Taste Institute in Brussels for its Shish Tawook variant. Complementing these accolades, the Tanmiah Life Omega-3 range won the NielsenIQ Innovation Award 2025, recognized for redefining its category by delivering meaningful, health-focused impact in a dynamic, consumer-first market. To meet the rising demand for convenience and localized flavors, the Company expanded its marinated offerings to include BBQ, Butter Chicken and Kabsa flavors.

A major milestone in late 2025 was the launch of the new exclusive Frozen Breaded Chicken range, a category disruptor for its unique value proposition being made from 100% fresh Saudi chicken rather than imported frozen raw chicken. Developed through consumer-led research to support busy, working households, offering superior quality and taste, the range introduces unique innovations such as the chicken nuggets and strips with veggie-infused coatings that deliver the equivalence of 2-3 cups of vegetables in each bag, and variants inspired by trending Korean cuisine.

#### Localizing ingredients, innovating and tailoring to regional tastes under Vision 2030

In May 2025, Tanmiah entered a transformative partnership with U.S.-based Griffith Foods during the Saudi-U.S. Investment Forum in Riyadh. This strategic collaboration aims to establish a dedicated production and R&D facility in the Kingdom focused on creating 100% halal-certified ingredients, such as sauces, seasonings and spice blends, tailored specifically to regional tastes. This initiative directly supports Saudi Vision

2030 goals by fostering local manufacturing, enhancing food security and advancing sustainable technology adoption within the Kingdom's agri-food sector.

Building on this R&D partnership and a shared commitment to Saudi-made excellence, ADC and Griffith jointly began working on several initiatives to support the development of new, disruptive concepts that play a key role in value addition and margin resilience.

In parallel, both companies continue their long-standing collaboration in innovation and new product development, leveraging ADC's strong regional footprint and Griffith Foods' global expertise. In 2025, this collaboration materialized with the launch of the distinctive fresh marinated Butter Chicken, as well as bold Korean chicken strips introduced as part of the frozen breaded chicken portfolio.

#### Laying the foundation for future growth highly automated facilities

A defining milestone in 2025 was the inauguration of two landmark facilities: the Majmaah 2 primary processing plant and the Dahna automated feed mill. Majmaah 2 represents a first-of-its-kind, purpose-built facility for large birds in the Kingdom, utilizing advanced automation and processing lines with a capacity of 13,500 birds per hour. This facility is a centerpiece of Tanmiah's circular resource model, featuring a biological wastewater treatment system capable of recycling 6,000 m<sup>3</sup> of water daily. In parallel, the Dahna Feed Mill provides a fully automated, biosecure operation with a 40 MT on hourly capacity, strategically located to optimize logistical efficiency and support the Company's integrated business

model. The new facilities enhance Tanmiah's production efficiency and productivity.

Technological innovation reached new heights with the Farm Automation project, which was honored with the 2025 Middle East Technology Excellence Award in Agritech. This project transformatively replaces manual checks with real-time data and control powered by IoT, cloud and AI, ensuring steadier performance, reduced resource waste and enhanced bird welfare across ADC's farming base. These advancements, alongside energy-saving initiatives such as the transition to liquefied petroleum gas (LPG) for boilers and the integration of solar power, have been crucial in driving operational excellence and mitigating rising input costs. Collectively, these strategic investments supported a steady production ramp-up, significantly strengthening the Company's contribution to national food security.

#### ADC in 2026

ADC has outlined strategic focus areas to maintain its growth trajectory. In the coming year, these include capitalizing on core competencies and consumer trends; strengthening cost-cutting and full-potential initiatives; executing its go-to-market strategy with excellence; expanding the portfolio with innovative product solutions; and supporting expansion into GCC markets and the wider MENA region.



## Business Review continued

### Feed and Veterinary Services Segment

DHV, Tanmiah's Animal Feed and Health business, remains a cornerstone of the Company's vertically integrated model, advancing its leadership in hatching eggs, animal health and nutrition through disciplined execution and market-focused optimization. Through its subsidiaries - including Desert Hills for Veterinary Services and MHP Desert Hills for Poultry Company Limited - DHV delivers high-quality feed, vaccines, medicines and day-old chicks, representing leading global partners such as Zoetis, Evonik, IFF, Bonilait and Lanxess. In 2025, amid challenging market dynamics, DHV prioritized strengthening its core activities, refining its go-to-market approach, and enhancing product and customer mix to drive operational efficiency, protect margins and position the business for sustainable, long-term growth.

Tanmiah's Animal Feed and Health Products segment, primarily operated through its subsidiaries Desert Hills for Veterinary Services (DHV) and MHP Desert Hills for Poultry Company Limited (MDP), is a foundational component of the Company's vertically integrated agribusiness model. DHV offers a comprehensive portfolio that includes high-quality poultry and large-animal feed and additives, animal-health vaccines and medicines from global partners such as Zoetis, and turnkey equipment solutions for poultry and greenhouse farming. The Company also represents several leading international veterinary brands, including Evonik, IFF, Bonilait and Lanxess. Recognized as the region's leading provider of animal feed and health products, DHV maintains long-standing relationships with the largest consumers of animal vaccines in Saudi Arabia and is

#### About DHV

DHV is a leading provider of feed and veterinary health products and services in the region. The Company represents globally recognized brands across the veterinary sector, supplying medicines, vaccines and feed additives for poultry and large animals, as well as equipment solutions for poultry and greenhouse farming.

**The brands we represent include:**

<b>Health products:</b>		<b>Equipment providers:</b>	
	Zoetis Belgium S.A.		Danisco
	Evonik Operations		IFF
	Finnfeeds Finland Oy		NEOLAIT S.A.S.
	BAF Premiks Ve Tarim		Norel
	Bonilait		Lanxess Group - Theseo Deutschland
	Anpario PLC		Lallemand Inc - Danstar Ferment AG
			Vencomatic Group
			PERICOLI
			Fancom
			GSI Group LLC (Cumberland)
			Munters
			Ermaf
			Honotech-Wins

the largest distributor of Zoetis products in both Saudi Arabia and the Middle East.

As a market leader in the Kingdom, the Company also supplies day-old chicks and hatching eggs through MDP, supported by extensive technical expertise and biosecurity protocols to ensure high quality and client profitability.

#### Stable revenue amid market headwinds

In 2025, revenue reached ₪ 435 million. The year began with exceptional momentum, with first-quarter revenue nearly doubling (+84.8%) to ₪ 134 million. However, growth began to moderate by the end of the first half owing to market-wide oversupply in poultry. The revenue decline

half of 2025 was largely driven by softer demand from smaller local producers, who reduced their stock placement and output in response to elevated supply levels and pricing pressure in the fresh poultry market.

The challenging sector dynamics created an opportunity to reassess the go-to-market approach across all divisions and restructure the business model to focus on strengthening core activities.

DHV implemented several strategic shifts, introducing new go-to-market strategies to meet evolving demand for animal-health products and equipment. The Company rationalized its animal-health product portfolio to prioritize specialized, higher-margin offerings. Efforts in 2025 also focused on expanding market penetration and improving both customer and product mix across the Feed business, as well as in large-animal vaccine and medication sales.

#### Laying the foundation for future growth

DHV is strengthening its foundation for sustainable, long-term growth by maximizing value from its core businesses, shifting toward higher-margin products, enhancing customer experience and deploying more strategic go-to-market approaches to improve profitability.

Today, the Company benefits from a strong distribution network across Saudi Arabia, with an extended footprint in Bahrain, Iraq and the UAE. This network is supported by strategically located sales offices, a mix of owned and leased fleets, and four key warehouses that enable efficient market coverage.

Feed production capacity continues to expand meaningfully. The newly refurbished, Company-owned feed mill in Jeddah is expected to come online in 2026, adding 10 MT/hour of capacity to serve the Kingdom's Western Region. DHV will also continue operating the leased Zafarana Feed Mill, which currently contributes an additional 30 MT/hour. In parallel, the Company is optimizing its warehouse footprint by relocating some facilities closer to ports and major customer clusters. To enhance operational efficiency, DHV continues to invest in its fleet, particularly deliver bulkers, to support reliable feed distribution and capture cost advantages from reduced transport expenses.

#### Strategic partnerships

MDP was established in 2024 through a strategic joint venture between DHV and MHP SE (Ukraine), a global leader in poultry and genetics. DHV owns a 55% share in the joint venture, with the remaining 45% owned by MHP.

Since its inception, the partnership has scaled successfully. MDP has developed and operated poultry breeding facilities and established a greenfield hatchery in Saudi Arabia. As at year-end 2025, MDP operates 17 breeder farms and one feed mill. Production increased significantly, reaching 99.5 million eggs in 2025. MDP has become the primary supplier of hatching eggs to major integrators in Saudi Arabia and is the market leader in the open-market segment for day-old chicks and hatching eggs with a market share exceeding 40% by year-end 2025.

#### DHV in 2026

Looking to the future, DHV remains committed to driving innovation, fostering sustainable growth and delivering value to its stakeholders. Rather than pursuing geographic expansion, the Company's focus will remain on pursuing untapped market opportunities in Saudi Arabia.

The Company intends to focus on specialized higher margin products and reach a 10% share of the fragmented feed market, for poultry and large animals.



## Business Review continued

### Restaurant Operations Segment

Tanmiah's Restaurants Operations Segment, operating Popeyes® through Tanmiah Restaurants for Fast Food Company (TRC), continued to scale its multi-market footprint during 2025, strengthening its presence across Saudi Arabia, Bahrain and Kuwait. Building on earlier expansion, the brand sustained solid growth in Saudi Arabia, reinforcing its regional platform through disciplined network development and improved operational execution.

The Company continued to strengthen its position in the quick service restaurant sector during 2025, building on the growth achieved in 2023 and 2024. By year end, Popeyes® operated a diversified portfolio across Saudi Arabia, Bahrain and Kuwait, supported by continued network expansion and operational improvements.

#### Sustained growth driven by network expansion

The Company increased its Popeyes® network from 52 stores at the end of 2023 to 81 stores by the end of 2024. This growth continued in 2025, with the total number of operating restaurants reaching 95 stores by year end.

As at 31 December 2025, Popeyes® operated 87 stores in Saudi Arabia, four in Bahrain and four in Kuwait, reflecting the Company's transition to a multi-market operating model. Expansion efforts remained focused on Saudi Arabia, where the Company continued to allocate the majority of its capital. By year-end, Popeyes® had extended its footprint to 17 cities, including Riyadh, Jeddah, Khobar, Dammam, Madina, Buraydah, Unaizah, Hail, Al Hassa, Jubail, Tabuk, Hafar Al Batin and Neom, supporting broader national coverage.

Total revenues increased to approximately ₪ 201 million in 2025,

#### About TRC

The master franchise agreement with Popeyes® is part of Tanmiah's trajectory to diversify its business further across the value chain. The establishment of Tanmiah Restaurants for Fast Food Company and the deal with Popeyes® form part of the strategic growth plans, focusing on expanding capacity in core segments and building a leading food brand franchise operator.

TRC entered into an exclusive master franchise and development agreement for the territory. TRC plans to open several outlets over the next few years and will operate its restaurant chain in prestigious malls, drive-throughs and digitally, driven by a commitment to offering authentic customer service and brand experience.

Tanmiah will supply the fast-food franchise with locally produced fresh chicken from their farms and support job creation for Saudi nationals in the retail sector.

compared to ₪ 141 million in 2024 and approximately ₪ 88 million in 2023, driven primarily by new store openings and improved sales performance.

#### Operational enhancements and product innovation

The Company continued to enhance operational execution and consistency across its restaurant network. During 2025, Popeyes® expanded its product offering with the introduction of Glazed Chicken Wings in four flavors and the Chicken Shawarma, which utilizes 100% Saudi fresh chicken. The Company also continued to develop its value proposition through the "Wajbat Al Kafu" (Kafu Meal) platform and a structured promotional calendar, including high-engagement initiatives like the Scratch and Win campaign, to support customer traffic and sales growth. These efforts were anchored by a major brand campaign launched in mid-December 2025, which utilized deep localization and Saudi-led storytelling to build brand affinity and deepen emotional connections with local consumers.

#### Fueling ambition

To support expansion and operational requirements, the Company secured revolving working capital facilities and a long-term commodity Murabaha facility totaling ₪ 131.2 million from Ahli United Bank.

These facilities supported new store development, working capital needs and operational scale-up across the Company's markets during the 2024 and 2025 financial years.

#### Recognized excellence

The Company's focus on operating standards was recognized through the award of three Platinum and 48 Gold certifications from Popeyes® for restaurant operating performance during the period.

#### TRC in 2026

In the coming period, the Company will focus on driving restaurant sales growth, strengthening brand awareness, and improving customer engagement, while continuing to enhance operational efficiency and performance across its portfolio.



## Business Review continued

### Further Processing Segment

SFPC, Tanmiah's Further Processing business, continued to consolidate its leadership position in 2025, building on the strategic partnership with Tyson Foods Inc., which acquired a 60% stake in 2022. As scale increased across its four production facilities, the business focused on optimizing capacity, strengthening operational excellence and deepening relationships with leading regional and global QSR customers, delivering resilient performance despite evolving market dynamics.

#### About SFPC

Supreme Foods Processing Company (SFPC) produces a variety of added value and cooked meats in four factories: three are in Saudi Arabia and one in the United Arab Emirates. SFPC's delivery and distribution network is spread across the Middle East, Asia and Africa.

SFPC's added-value products are distributed raw, marinated, par fried or fully cooked, coated and uncoated, reducing product shrinkage, cooking time and oil wastage. Products are carefully prepared in fully automated production facilities and delivered chilled or frozen for final preparation in the hospitality industry, including hotels and QSRS.

#### Consolidating our leadership

The year's performance was led by the Restaurant Operations Segment continuing to grow and leading the Further Processing business with its 79% contribution to the top line. Food Service was the second largest contributor in SFPC with 20%, while delivering the fastest growth rate, at 40% in 2025.

In 2025, SFPC supplied a total of 30,291 MT of products, a 17% increase from the prior year. This includes 21,625 MT to the quick service restaurants (QSR) sector and 8,666 MT to food services and other segments.

The year reflected the Company's focus on consolidating its leadership in the production of added-value and cooked meats in the Middle East. Operating four world-class factories - three in Saudi Arabia and one in the United Arab Emirates - that produce quality meat products delivered to customers across the Middle East, Asia and Africa.

SFPC maintained its leadership in the quick service restaurant and global chain restaurant segments in the region, setting its sights on penetrating new markets in Africa and Asia. This was complemented

by measures to diversify business segmentation by aiming to increase the contribution of the Food Service segment to more than 30% of the overall top line.

#### Innovating to meet exacting client standards

The Majmaah 2 primary processing plant also serves as a strategic cornerstone for SFPC, functioning as the Kingdom's first purpose-built facility specifically designed to process large birds and provide QSR-ready customization. By utilizing state-of-the-art automation, the plant enables the Company to meet the precise technical specifications required by major international restaurant chains.

SFPC's Further Processing facilities maintain a BRCAA grade and undergo a high frequency of internal and external audits each year, a testament to SFPC's commitment to the stringent food-safety and quality-assurance requirements demanded by global QSR operators. The Company's products consistently meet the rigorous standards expected by its major clients and serve as the ingredient source for producing further-processed products supplied to these notable chains.

#### Optimizing current capacity and reinforcing the foundation for future growth

2025 focused on improving the utilization of the existing four Further Processing plants. SFPC expects progressing its expansion agenda in 2026, working alongside the strategic partners to expand capacity to meet the demands of our new and growing international QSR relationships.

#### Another award-winning year

SFPC's efforts and excellence were recognized by several customer awards: the Platinum Partner Award from Papa John's for the UAE and KSA, along with the Pizza Academy recognition in Qatar; the Best Innovative Supplier Award from Pizza Hut MENA 2023; and the Strategic Partner Award from Pizza Hut MENA in both 2023 and 2024. In 2025, the Company's performance was further acknowledged through major global QSR accolades, including McDonald's Safety Award and KFC's Rising Star Award, further affirming SFPC's position as a trusted, high-performing partner across the region.

#### SFPC in 2026

As SFPC looks to the future, it remains committed to innovation, quality, food safety and strategic growth, positioning itself to continue its leadership in the Middle Eastern food processing industry.



# Risk Management

At Tanmiah, risk management is a core element of our business model and is critical to the controlled risk taking that reinforces our consistent operational results. Our risk management approach is designed to effectively identify, analyze and mitigate risks, enabling us to achieve our strategic objectives, while safeguarding the interests of our stakeholders. This is underpinned by our Omnipreneurship philosophy of giving, earning and sustaining.

## Multifaceted approach to risk management

Our risk management function is structured to provide comprehensive oversight across the organization.

### Purpose

Our primary goal is to ensure we can achieve our strategic objectives and maintain sustainable growth by proactively managing risks. We also aim to protect our assets and ensure we meet all our commitments.

### Responsibilities

The risk management function is responsible for:

- Establishing and maintaining appropriate risk limits and controls
- Monitoring risks and ensuring adherence to these limits
- Promoting a disciplined and constructive control environment
- Ensuring all our colleagues understand their roles and responsibilities
- Continuously adapting to the evolving risk landscape

### Evolution

We continuously review our risk management policies and systems to adapt to changes in market conditions and business activities. We also enhance our practices to improve our understanding and management of ESG risks.

### Focus Areas

We focus on a wide range of risks, including:

- Financial risks: These encompass market risks (currency, interest rate and price risk), credit risk and liquidity risk
- Operational risks: Risks related to process failures and business continuity, including contingency and mitigation plans for key environment, health and safety (EHS) risks such as water scarcity and power outages. These plans, covering backup facilities, alternative suppliers and disaster-recovery procedures, are regularly tested and updated, and are reflected in our risk management disclosures
- ESG risks: Risks related to environmental, social and governance factors
- Strategic risks: Potential challenges to achieving our long-term strategic goals
- Compliance risks: Ensuring adherence to regulatory requirements and maintaining ethical standards
- People-related risks: Addressing staff retention, ethical practices and governance issues

## Risk management framework

Our risk management framework is built on a comprehensive process, integrating oversight from both the Board and the management team.

### Three Lines of Defense

We operate using a three lines of defense model:

- 1 First Line: Management and employees manage risks in their day-to-day roles
- 2 Second Line: Financial controls, compliance and risk management teams provide oversight
- 3 Third Line: Internal Audit provides independent assurance

### Governance structure

Our risk management is embedded in our governance structure:

- The Board of Directors is ultimately responsible for overseeing risk management activities, ensuring the implementation of control procedures appropriate for risk management by forecasting the risks the Company could encounter and disclosing them with transparency
- The Board's ESG Committee oversees the management of ESG practices and associated risks
- The Audit Committee monitors compliance with risk management policies
- Internal Audit provides independent assurance and reports to the Audit Committee
- The Nomination and Remuneration Committee (NRC) oversees people-related risks
- The Board's Technical Committee oversees strategic and operational risks



### Risk identification and mitigation

We identify risks across various areas (financial, operational, compliance, strategic and ESG). Mitigation strategies include setting risk limits, implementing controls and promoting a disciplined control environment.

### Training

We provide training programs to ensure all our colleagues understand their roles and obligations in managing risk.

## Risk Management continued

### Risk management highlights in 2025

During 2025, Tanmiah achieved a major milestone in institutionalizing its risk management practices, transitioning from foundational planning to full implementation.

Our risk management framework is overseen by the Board of Directors through specialized committees: the Technical Committee monitors strategic and operational risks; the Audit Committee oversees

financial and compliance risks; and the ESG Committee supervises environmental, social and governance risks. Add the NRC for people-related risks, compensation management, etc. This governance structure ensures expert oversight at every level through structured quarterly reporting cycles.

We maintained our strong safety and integrity performance in 2025, building on our zero lost time injury frequency rate (LTIFR) from 2024 and 80% accident reduction target set in 2024. We also sustained our exemplary record with no reported cases of corruption or data protection breaches throughout the year, reinforcing our commitment to accountability and stakeholder protection.



#### Our risk profile

Tanmiah is committed to identifying, assessing and mitigating risks that could impact its operations, reputation and long-term strategic goals.

Our comprehensive risk management approach ensures resilience and adaptability across a range of potential challenges. By proactively addressing these risks with tailored strategies, we aim to

safeguard our business, support sustainable growth and create enduring value for all stakeholders.

#### Strategic risk

Strategic risks represent potential obstacles to achieving our long-term strategic goals and competitive positioning in a dynamic global protein market.

##### Risk drivers:

- Geopolitical disruptions, trade policy changes and tariffs affecting international protein and grain markets
- Pandemic risks, disease outbreaks and biosecurity threats
- Shifts in consumer preferences toward alternative proteins and health-conscious products
- Volatility in feed ingredient costs representing significant production costs
- Market and competitive dynamics, including price pressure and retail consolidation
- Inability to adapt product portfolio to evolving market demands

##### Mitigation strategies:

- Comprehensive contingency plans and business continuity protocols for emergency response
- Dedicated operating innovation center for product development and testing
- Continuous product improvement based on market research and customer feedback
- R&D strategy targeting healthier, premium and convenience-oriented products
- Diversified geographic footprint across domestic and international markets
- Feed cost hedging and purchase strategies to mitigate commodity volatility
- Strategic partnerships in high-growth regions, including Middle East and Asia
- Multi-protein, multi-channel portfolio, reducing dependence on single segments

#### Financial risk

Financial risks relate to factors that could impact our financial stability, liquidity position and market exposure.

##### Risk drivers:

- Currency risk: Foreign exchange and interest rate fluctuations
- Liquidity risk: The risk of being unable to meet our financial obligations
- Credit risk: The risk of counterparties defaulting on obligations

##### Mitigation strategies:

- Monitoring our interest-bearing financial instruments to ensure fair value risks remain insignificant
- Monitoring cash flows and ensuring sufficient funds and credit facilities are available
- Working exclusively with creditworthy counterparties, setting appropriate credit limits and continuously monitoring our exposure

## Risk Management continued

### Compliance risk

Compliance risks focus on ensuring adherence to regulatory requirements and maintaining ethical standards across all operations.

#### Risk drivers:

- Compliance with laws in the Kingdom of Saudi Arabia and other jurisdictions where Tanmiah operates
- Data protection and privacy requirements
- Ethical business practices and anti-corruption standards

#### Mitigation strategies:

- Policies and procedures to ensure compliance with local and international laws
- Maintained zero reported cases of corruption or breaches in data protection and privacy throughout 2025
- Robust governance frameworks and accountability structures
- Three Lines of Defense model where risks are addressed at different levels with independent assurance by the internal audit function of the Company

### Operational risk

Operational risks cover challenges inherent in our day-to-day operations, including workplace safety, supply chain management and business continuity.

#### Risk drivers:

- Operations in business segments prone to high injury rates or fatalities
- Information technology and information management vulnerabilities
- Supply chain reliance in regions with varying labor standards
- Product quality and food safety risks
- Staff retention and human capital management

#### Mitigation strategies:

- H&S targets, implementation plans and strong track record (zero LTIFR in 2023, 80% accident reduction target by end of 2024)
- Comprehensive H&S policy scope and accountability framework
- Thorough occupational health and safety risk assessments across all operations
- Testing, standards and food traceability across the entire value chain
- Management systems to ensure product quality and quality of inputs from suppliers
- Solid information security management system
- Staff retention policies
- Focus on ethical practices and governance

### ESG risk

ESG risks encompass environmental, social and governance factors that can impact our financial performance, reputation and long-term sustainability.

#### Risk drivers:

- Risk of water stress owing to high water input requirements of operations
- Operations in the packaged meat and food sector with high carbon intensity
- Packaging and material usage concerns

#### Mitigation strategies:

- Comprehensive disclosure of carbon emissions and reduction initiatives
- Carbon offset program through our One Million Tree initiative
- Waste-to-value initiatives to support circular economy principles
- Water reduction and recycling initiatives
- Disclosure and monitoring of water efficiency performance
- Transparent stakeholder engagement practice





## Sustainability

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# Overview

At Tanmiah, sustainability is a strategic cornerstone, embedded across every aspect of our operations. Guided by our Omnipreneurship philosophy, we balance environmental stewardship, social responsibility and economic resilience to drive lasting value for all stakeholders. By fostering innovation, investing in talent, advancing resource-efficient practices and partnering with communities, we have built a strategy aligned with global standards and the UN Sustainable Development Goals. Through disciplined execution, measurable impact and a shared vision, we remain committed to scaling excellence and creating a sustainable future for generations to come.

## Key sustainability highlights in 2025

Planted **573,000+** trees in Saudi Arabia

Cut emissions by **80%** at eight Popeyes® locations through optimization

Water recycling increased to **25%** from **21%**

90% Employee Engagement Score - **Great Place to Work®** Survey

**MSCI** rating improved from **BB to BBB**, with the best industry score in product quality and safety

Received ISO accreditation for Occupational Health and Safety (**ISO 45001**)

Passed external audit for Environmental Management System (**ISO 14001**)

First fresh chicken producer in Saudi Arabia to achieve the highest food safety certification of **AA+ rating** from (BRCGS)

Lead and successfully completed moringa feed alternative tests, reducing reliance on imported raw materials for the poultry sector

Initiated the **GHG inventory** calculations related to product carbon footprint in partnership Schneider and have established SBTi targets

## Omnipreneurship at our heart

At the heart of our vision lies our Omnipreneurship philosophy of giving, earning and sustaining.

### Giving: A sense of purpose

Social responsibility is an integral part of our operations. We support communities through initiatives like the Makkah Kids Charity House and the One Million Trees initiative. We also invest in our colleagues' development with comprehensive training programs, fostering a skilled and empowered workforce.

### Earning: Thriving Today for Tomorrow

This pillar represents responsible business practices that ensure long-term, sustainable growth. Innovation drives this approach, exemplified by our efficient operations and waste-to-value projects promoting a circular economy. We focus on operational efficiency, reducing our waste and prioritizing responsible sourcing to maintain the sustainability of our supply chain.

### Sustaining: Investing in the Future

Protecting the planet for future generations is a core value at Tanmiah. We address climate change by prioritizing energy efficiency and exploring renewable energy solutions. Our resource management efforts include afforestation and partnerships to preserve natural resources.



United Nations  
Global Compact

Tanmiah is a signatory of United Nations Global Compact (UNGC) and supports its Ten Principles.

## Our sustainability strategy

Our business is growing fast and we will sustain that growth and deliver long-term value for all stakeholders by embedding the management of sustainability priorities deep into our business. Our strategy was built on a strong foundation of materiality and is aligned with the SDGs.

Built on the foundation of our focus areas, our sustainability strategy is anchored in three key pillars, representing a holistic approach to building a more sustainable future.

### Sustaining People

Building a strong corporate culture, with a healthy and safe workforce and investment in talent, aligned with the diversity, equity and inclusion philosophy became the first set of focus areas in sustaining people along with building customer trust. Tanmiah achieves these by focusing on community support activities, promoting health and ensuring inclusive and equitable quality education and training.



### Sustaining Agriculture

Innovative R&D in food, climate and water action along with partnerships with companies such as Tyson and MHP creates this pillar, emphasizing sustainable food security and efficient resource utilization.



### Sustaining Planet

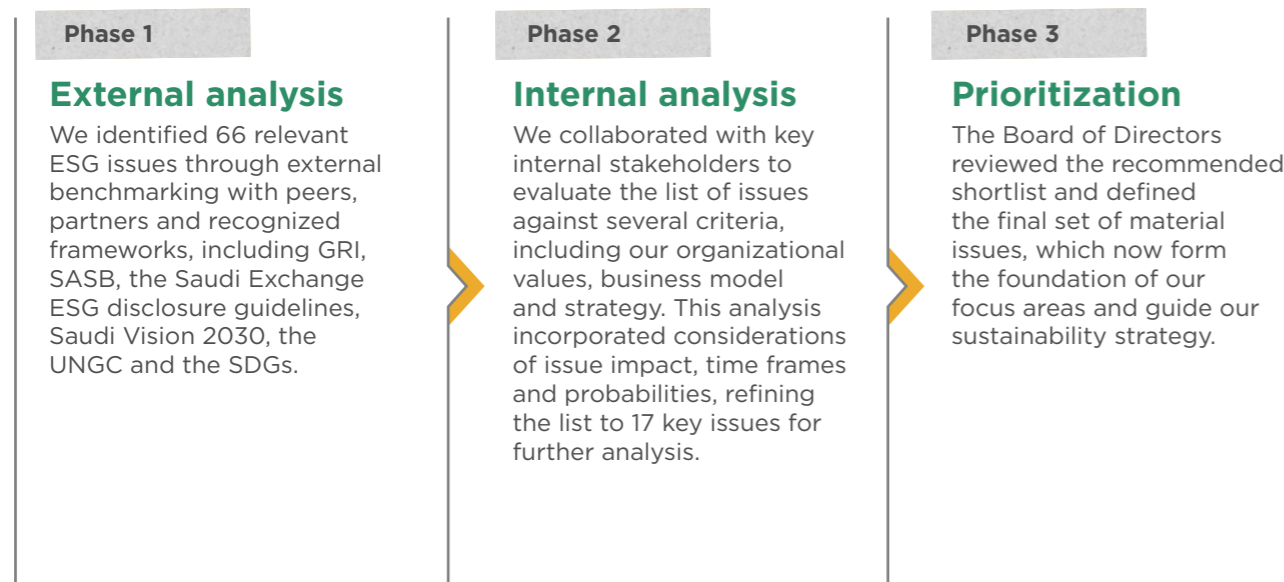
Tanmiah demonstrates its dedication to these goals through initiatives such as waste management, soil conservation and tree planting. Our emphasis on a net-neutral approach aligns seamlessly with the Saudi Green Initiative's mission to reduce carbon emissions and foster a circular economy. By converting waste into valuable resources and optimizing their utilization, we make a direct contribution to these objectives. Our commitment to achieving carbon neutrality plays a vital role in supporting Saudi Net Zero 2060's bold vision of reaching net-zero emissions by 2060.



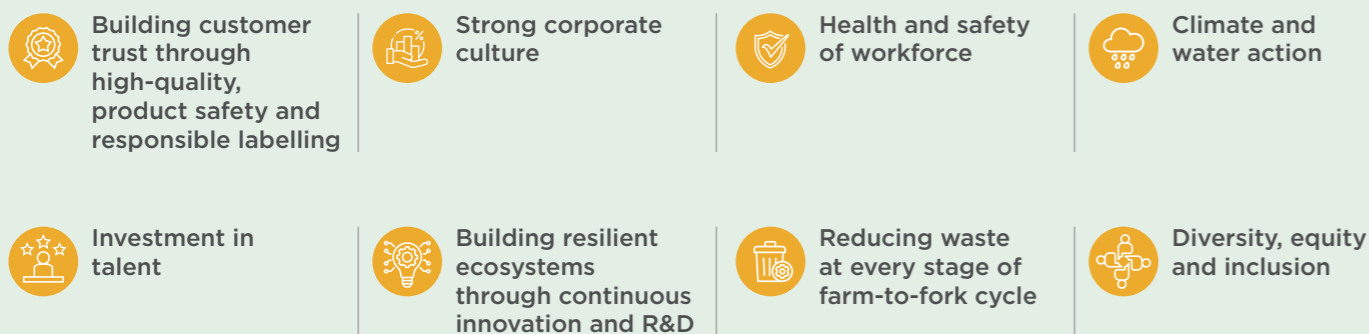
## Overview continued

### Materiality approach and topics

To define our sustainability strategy, we adopted a double-materiality approach to maintain our efforts on relevant risk areas where we can create value for Tanmiah and its stakeholders. This process involved three distinct phases.



### Our material topics



## Safeguarding our Environment

In 2025, Tanmiah significantly accelerated its commitment to environmental protection by integrating the Omnipreneurship philosophy into every layer of its industrial operations. Through a sophisticated waste-to-value circular economy model, the Company now transforms production waste into high-quality organic fertilizers and biochar, while the deployment of advanced farm automation and IoT sensors has optimized resource efficiency across all facilities. A cornerstone of this ecological rehabilitation is the planting of 573,000 trees across Saudi Arabia this year alone, moving the Company past the halfway mark of its one-million-tree goal and actively restoring hundreds of hectares of once-arid land into cultivatable green spaces. This leadership was further demonstrated through active participation in the National Afforestation Forum and the sponsorship of the Zero Waste competition at the Saudi Food Show, where, in partnership with the United Nations Environment Program, Tanmiah reaffirmed its mandate to halve food waste by 2030 through precision supply chain logistics.

Decarbonization efforts reached a critical turning point in 2025 with the signing of a landmark Memorandum of Understanding with Schneider Electric to conduct a comprehensive energy audit and carbon inventory, providing a data-driven roadmap for the Science Based Targets initiative. This is being operationalized through the large-

scale transition from diesel to liquefied petroleum gas for boilers and incinerators, a move set to eliminate 48 million liters of diesel consumption and reduce annual emissions by up to 60,000 tons. The Company has also modernized its logistics by incorporating electric vehicle trucks into its fleet and utilizing a real-time Track & Trace system to minimize fuel consumption, while ecology systems in Popeyes® mall locations continue to suppress odors and emissions by 80%.

Water stewardship has been redefined this year with the inauguration of the state-of-the-art Majmaah 2 facility, which features highly efficient wastewater treatment systems capable of producing 6,000 m<sup>3</sup> of unrestricted water daily. This recycled water is primary to the irrigation of the Company's expanding moringa plantations, effectively decoupling agricultural growth from groundwater depletion. This follows the success of the Abha farm upgrades, where a 500 m<sup>3</sup> daily capacity RO plant provides clean water to 27 local homes, simultaneously enhancing animal welfare and utilizing treated effluent for local greening. By supplying treated wastewater from its Abha slaughterhouse for tree plantations, Tanmiah has successfully minimized harmful discharge and lowered its overall water intensity, solidifying its position as a benchmark for responsible resource management in the Kingdom.



# Our Society and People

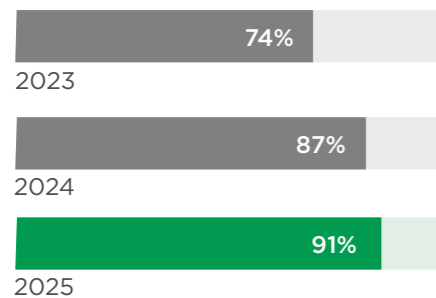
At Tanmiah Food Company, our people are the driving force behind sustainable growth, operational excellence and long-term value creation. Guided by our Omnipreneurship model, we continue to cultivate a workplace where accountability, ownership, collaboration and innovation are embedded into everyday behaviors.



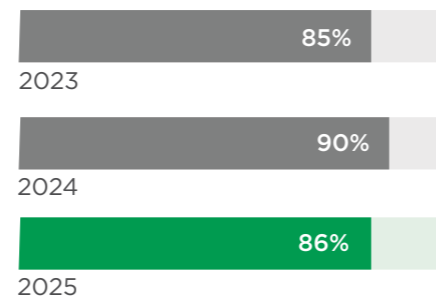
\*Great Place to Work® Report 2025  
\*\*Internal Omnipreneurship Cultural Index Report 2025

## Great Place To Work® survey

### Participation rate

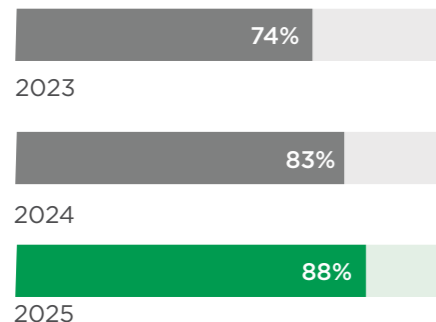


### Overall score

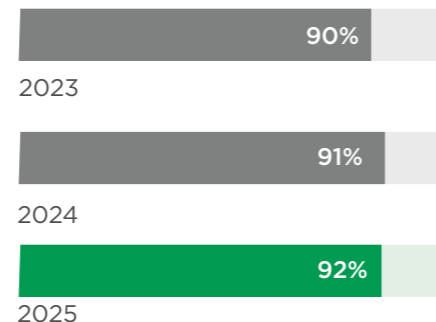


## Omnipreneurship Cultural Index survey

### Participation rate



### Overall score



The steady increase in participation and sustained high scores reflect growing trust, engagement and strong alignment with our Omnipreneurial culture.

# Our People Strategy

Our People Strategy is designed to build a high-performance, inclusive and future-ready organization. Anchored in the Omnipreneurship model, the strategy focuses on cultivating entrepreneurial thinking across all levels, empowering colleagues to act as owners, innovators and value creators.

Our strategic pillars include:

### 1. Build an engaging culture

We foster a collaborative environment that promotes belonging, recognition and shared success. Key initiatives include:

- Leadership town halls promoting transparency and open dialogue
- Cultural activation programs aligned with Omnipreneurship values
- The Tanmiah Sway monthly newsletter enhancing internal communication
- Volunteer and community engagement programs
- Recognition platforms celebrating omnipreneurial behaviors
- Omnipreneurship Bootcamps for managers and high-potential talent
- Idea-to-Impact Campaigns encouraging colleagues to submit operational improvement initiatives
- Cross-functional innovation sprints to solve business challenges
- Omnipreneurship Scorecard integration into leadership KPIs

### Omnipreneurship cultural activation

In 2025, we deepened implementation of the Omnipreneurship Model through structured

activities designed to embed entrepreneurial ownership across the organization:  
These initiatives strengthened decision-making ownership and accelerated performance improvements across functions.

### 2. Develop our talent

We invest systematically in leadership and capability building to create a sustainable internal talent pipeline.

- Leadership development programs for top talent
- Structured succession planning for critical roles
- Dewan Al Tanmiah personal and professional development sessions
- Technical, operational and management training programs
- Omnipreneurship capability workshops focusing on:
  - Strategic thinking
  - Commercial awareness
  - Data-driven decision-making
  - Accountability and ownership mindset
  - Innovation and value creation

Our approach ensures that colleagues are not only technically competent, but also equipped with the entrepreneurial mindset required to drive growth.

## Our Society and People continued

### 3. Retain our talent

Retention at Tanmiah goes beyond compensation; it is about growth, fairness and meaningful contribution.

- Pay equity and transparent reward practices
- Coaching “in” to develop and retain high performers
- Structured performance dialogue and development planning
- Career mobility and internal growth pathways
- Recognition of omnipreneurial achievements

By embedding ownership culture into career progression, we reinforce accountability and engagement at every level.

### 4. Enable our organization

We continue to modernize and strengthen our organizational capabilities to support scalable growth:

- Digital transformation and process automation
- Modern workplace infrastructure
- Enhancement of HR systems and analytics
- Cost optimization initiatives
- Saudization programs aligned with Vision 2030
- Female empowerment and workforce inclusion initiatives
- Management and leadership capabilities
- Innovation and entrepreneurship
- Safety and well-being

Our programs reinforce operational discipline while encouraging entrepreneurial thinking, aligning daily performance with long-term strategy.

#### Well-being and care

Colleague well-being remains central to our culture. Creative and wellness sessions, seasonal health campaigns and engagement initiatives prioritize physical and emotional well-being, ensuring our people feel supported and valued throughout the year.

The Omnipreneurship Model supports these enablers by driving cost consciousness, efficiency and performance ownership across departments.

#### Building an engaging culture

We are committed to nurturing a positive and inclusive environment where collaboration thrives and every colleague feels a genuine sense of belonging.

Through value-themed initiatives inspired by our Omnipreneurship principles, we create meaningful opportunities for connection and shared success.

#### Learning and development

We provide comprehensive training across:

- Technical competencies
- Operational excellence

#### Communication and recognition

Open communication continues to define our workplace culture:

- Leadership town halls
- One-on-one discussions
- Cross-functional forums
- Recognition events celebrating performance and innovation

The Tanmiah Sway newsletter further strengthens transparency and reinforces strategic alignment.

## Supporting our communities and country

As a national food company, we recognize our responsibility to contribute meaningfully to Saudi Arabia’s social and economic development.

#### Social impact initiatives

We champion initiatives that create tangible community impact.

One notable initiative was our blood donation drive held at our Head Office in collaboration with Al Hammadi Hospital. The event reflected our collective compassion and commitment to serving society, as colleagues contributed not only blood but hope to those in need.

#### Inclusion and accessibility

We continue to advance workplace inclusion. Achieving the **Silver Environment Certification (Mowaamah)** from the Ministry of Human Resources and Social Development marked a

significant milestone in enabling employment opportunities for individuals with special needs.

Through inclusive policies, workplace adaptations and equal opportunity practices, we reinforce dignity, fairness and respect across our organization.

#### Looking ahead

Our Omnipreneurship journey constantly evolves. By embedding ownership, innovation and accountability into our culture, Tanmiah is building a resilient, future-ready organization aligned with Saudi Vision 2030.

We remain committed to empowering our people, strengthening our communities and delivering sustainable value for all stakeholders.





## Governance

Corporate Governance

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### Compliance

Tanmiah seeks to ensure its adherence to best corporate governance practices that guarantee the protection of shareholders' and stakeholders' rights. At Tanmiah, corporate governance forms the foundation of our business. Our corporate governance framework allows our business to generate long-term sustainable value for our shareholders and wider stakeholder network, an objective rooted in the Company's strategy and guiding principles. Corporate governance is defined as "the system by which business corporations are directed and controlled." The corporate governance structure specifies the distribution of authority and responsibilities among different participants in the Company, such as the Board of Directors, managers, shareholders and others, and spells out the rules and procedures for making decisions on corporate affairs.

### Investor Relations

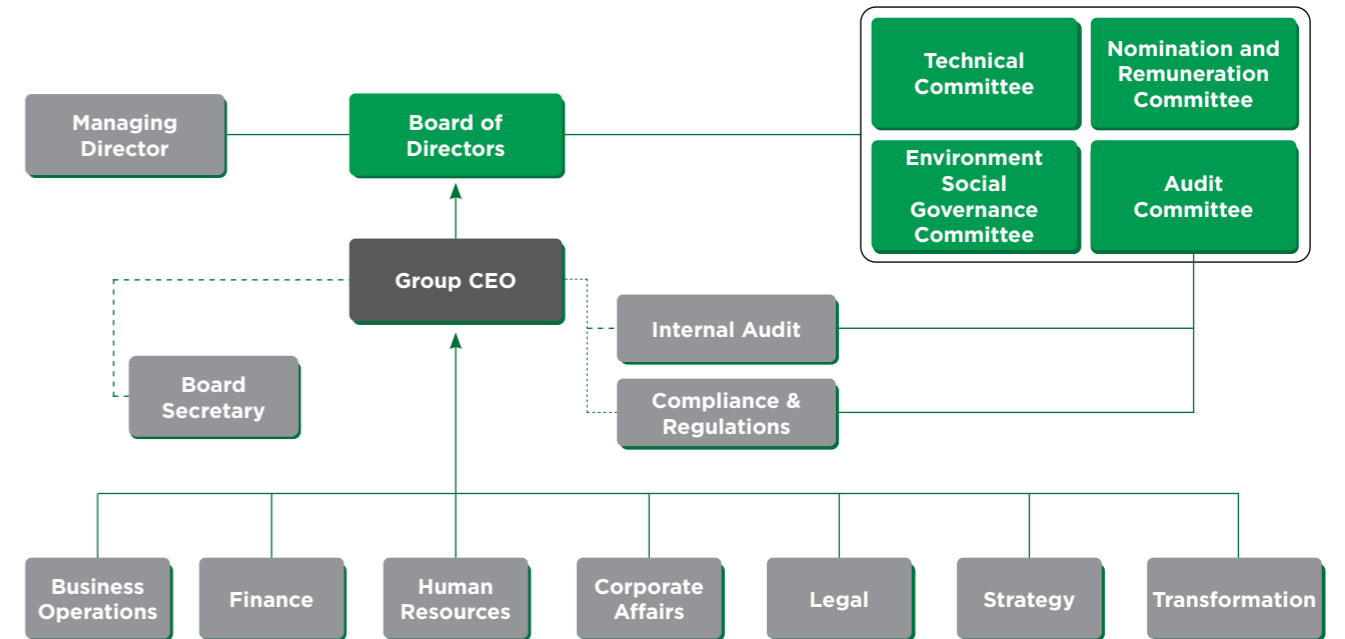
Tanmiah is committed to implementing the disclosure policies and procedures per the relevant laws, regulations and instructions. Tanmiah's bylaws and Corporate Governance Rules also contain provisions related to the General Assembly,

including procedures and precautions necessary to ensure all shareholders are exercising their regular rights. The shareholders have the right to understand how the Company is performing. These rights are expressed in the regulatory obligations laid upon listed companies. Tanmiah is keen to represent its operations fairly and accurately, so that stakeholders, including shareholders and potential investors, can make properly informed decisions, and can have a balanced understanding of the business, its objectives and potential earnings.

### Governance

Tanmiah's robust corporate governance framework is realized through its Board of Directors, multiple committees, management, internal audit and compliance functions. The framework identifies accountabilities that have been created and translated into practices, responsibilities and procedures, each of which has been clearly outlined in the Company's Corporate Governance Report. The Company applies all provisions contained in the Corporate Governance Regulations issued by the Capital Market Authority, except for the following provisions.

## Organizational Chart



### Provisions as per Corporate Governance Regulations, with Justifications

No.	Article No.	The Article	Reasons for not Adopting Optional Items
1.	Article 67 (Guiding)	Composition of the Risk Management Committee: "The Company's Board shall, by resolution, form a committee to be named the (Risk Management Committee). The Chairman and majority of its members shall be Non- Executive Directors. The members of that Committee shall possess an adequate level of knowledge in risk management and finance."	As this is an optional article, the Company might consider implementing this article in the future.
2.	Article 68 (Guiding)	Competencies of the Risk Management Committee	The Company might consider implementing this article in the future.
3.	Article 69 (Guiding)	Meetings of the Risk Management Committee: "The Risk Management Committee shall convene periodically at least once every six months and as may be necessary."	The Company might consider implementing this article in the future.
4.	Article 84 (Guiding)	Social Responsibility: The Ordinary General Assembly, based on the Board recommendation, shall establish a policy that guarantees a balance between its objectives and those of the community for purposes of developing the social and economic conditions of the community.	The Company might consider drafting an SRP in the future.

# Board of Directors

## Forming the Board of Directors, its Committees, the Classification of its Members and the Executive Management

The Board of Directors consists of 10 members in accordance with the Articles of Association of Tanmiah Food Company. In line with the Corporate Governance Regulations issued by the Capital Market Authority, the current Board of Directors was elected on 7 April 2025 for the new three-year term.

### Election of the Board of Directors

The Ordinary General Assembly held on 7 April 2025 elected the current Board of Directors, effective from 17 April 2025, for a term of three years.

### Board of Directors Meetings

The following tables present the names of the members of the Board of Directors, their positions, the description of their membership, their memberships in other joint stock companies, their membership in Board Committees and executive management, their current and previous positions and qualifications, as well as their attendance record at the meetings of the Board and its Committees held during the year 2025.

The first term of the Board of Directors ended on 16 April 2025.



## Board of Directors

Names of the members of the Board of Directors, committees and executive management, along with their current and previous positions and qualifications.

### Members of the Board of Directors (first term ended on 16 April 2025)



**H.E. Amr Al-Dabbagh**

#### Membership

- Chairman of the Board of Directors
- Member of the Environmental, Social and Governance Committee

#### Current Positions

- Sole Director and Chief Executive Officer, Al-Dabbagh Group Holding Company

#### Previous Positions

- Chairman of the Board, SAED International Recruitment Company, a closed joint stock company, 2014-2018
- Member of the Board, SAED International Recruitment Company, 2018-2020
- Member of the Board, Savola Group, a joint stock company, food and retail sector, 2000-2004
- Governor and Chairman (with a rank of Minister), Saudi Arabian General Investment Authority (SAGIA), now known as the Ministry of Investment
- Member of the Board, Jeddah Chamber of Commerce and Industry, 1997-2004
- Member, Makkah Regional Council, 1997-2004

#### Academic Qualifications

- Bachelor of Business Administration, King Abdulaziz University, Jeddah, Saudi Arabia, 1988



**Mr. Jamal Al-Dabbagh**

#### Membership

- Vice Chairman of the Board of Directors
- Member of the Audit Committee

#### Current Positions

- Member of the Board, Gulf General Cooperative Insurance Company, a public joint stock company, insurance sector, since 2025
- Member of the Board, Petromin Corporation, a closed joint stock company, lubricants and automotive services sector, since 2018
- Chairman of the Board, Gulf Power International Company, a closed joint stock company, construction sector, since 2024
- Sole Director, Jamal Abdullah Al-Dabbagh Co. Ltd., a limited liability company, import and export services sector, since 2004

#### Previous Positions

- Chairman of the Board, SAED International for ISTIGDAM, a closed joint stock company, recruitment and labor services sector
- Chairman of the Board, Premier Paints Company Limited, a mixed limited liability company, manufacturing sector
- Vice Chairman of the Board, Red Sea International, a public joint

- stock company, contracting, housing and prefabricated buildings sector
- Director, Al-Dabbagh Group Holding Company, a limited liability company
- Chairman of the Board, Gulf General Cooperative Insurance Company, a public joint stock company, insurance sector

#### Academic Qualifications

- Master of Business Administration (MBA), King Saud University, Riyadh, Saudi Arabia, 2001
- Bachelor of Accounting, King Abdulaziz University, Jeddah, Saudi Arabia, 1984

# Board of Directors continued



**Mr. Kamel Al Munajjed**

### Membership

- Member of the Board of Directors
- Chairman of the Audit Committee

### Current Positions

- Sole Director, Bait Al-Urjuan Real Estate Development and Investment Co., a limited liability company, real-estate sector, since 2005

### Previous Positions

- Member of the Board, Allianz Saudi Fransi Cooperative Insurance, a public joint stock company, insurance sector
- Chairman of the Board, SHUAA Capital Saudi Arabia, a closed joint stock company, financial services, 2012-2015
- Member of the Board and Chairman of the Audit Committee, AXA Cooperative Insurance Company, a public joint stock company, insurance sector, 2008-2014
- Vice President, Al Munajem Group, a limited liability company, food and beverage sector, 1993-2005
- Head of Investment and Private Banking, Banque Saudi Fransi, a public joint stock company, banking sector, 1988-1993
- Systems Engineer, IBM Saudi Arabia, a limited liability company, IT sector, 1983-1986
- Chairman of the Risk Committee, Najm for Insurance Services Co., a closed joint stock company

### Academic Qualifications

- Master of Business Administration (MBA), INSEAD, France, 1987
- Bachelor of Electronic Engineering, American University of Beirut, Lebanon, 1983



**Mohamed Jazeel**

### Membership

- Member of the Board of Directors
- Member of the Audit Committee
- Member of the Nomination and Remuneration Committee
- Member of the Technical Committee

### Current Positions

- Chief Operating Officer, Al-Dabbagh Group Holding Company, a limited liability company, since 2021

### Previous Positions

- Chief Financial Officer, Al-Dabbagh Group Holding Company, a limited liability company, investment sector, 1999-2021
- General Manager, Agricultural Development Company, a limited liability company, chicken production, 1997-1999
- Finance Manager, Al-Dabbagh Group Holding Company, a limited liability company, investment sector, 1994-1997
- Finance Manager, Agricultural Development Company, a limited liability company, chicken production, 1992-1994
- Audit Supervisor and Assistant Audit Director, PricewaterhouseCoopers (Malawi), a limited liability partnership, advisory services and innovation sector, 1988-1992

- Trainee Accountant, PricewaterhouseCoopers, (Sri Lanka and Singapore), a limited liability partnership, advisory services and innovation sector, 1985-1988

### Academic Qualifications

- Certificate from the Chartered Institute of Management Accountants UK, 1992
- Executive Education in General Management for Specialists, Cranfield School of Management, UK, 1998
- Effective Marketing Management, Cranfield School of Management, UK, 1999
- e-business, London Business School, UK, 2000
- Executive Education in Corporate Financial Strategies, Kellogg School of Management, USA, 2004
- Executive Education in Creating Value through Financial Management, Wharton School, University of Pennsylvania, USA, 2005
- Executive Education in Strategic Financial Analysis, Harvard Business School, Boston, USA, 2006
- Audit Committees in an Era of Governance, Harvard Business School, USA, 2008
- Strategic Finance, IMD, Switzerland, 2008



**Ms. Hawazen Nassief**

### Membership

- Member of the Board of Directors
- Chairperson of the Environment, Social and Governance Committee

### Current Positions

- Member, Commission of Makkah Province Development Authority
- Chief Executive Officer, Sustainable Tourism Global Center
- Member, TOURISE Advisory Board

### Previous Positions

- Head of Sustainability and Stewardship, Public Investment Fund
- Member of the Nomination and Remuneration Committee, Bupa Arabia

- Member of the Board, Member of the Risk, Compliance and ESG Committee and Chairperson of the Nomination and Remuneration Committee, MEPCO
- Member of the Board, Jones Lang LaSalle
- Vice President, ESG and External Affairs, National Energy Services Reunited
- ESG Advisor, Future Investment Initiative (FII) Institute, Riyadh
- Over 15 years' experience in multinational companies, including: Cummins, Christie's, Olayan Financing Company and Kingdom Holding

### Academic Qualifications

- Master of Law and Diplomacy, Tufts University, USA
- Bachelor of International Relations, Boston University



**Mr. Vincent Carton**

### Membership

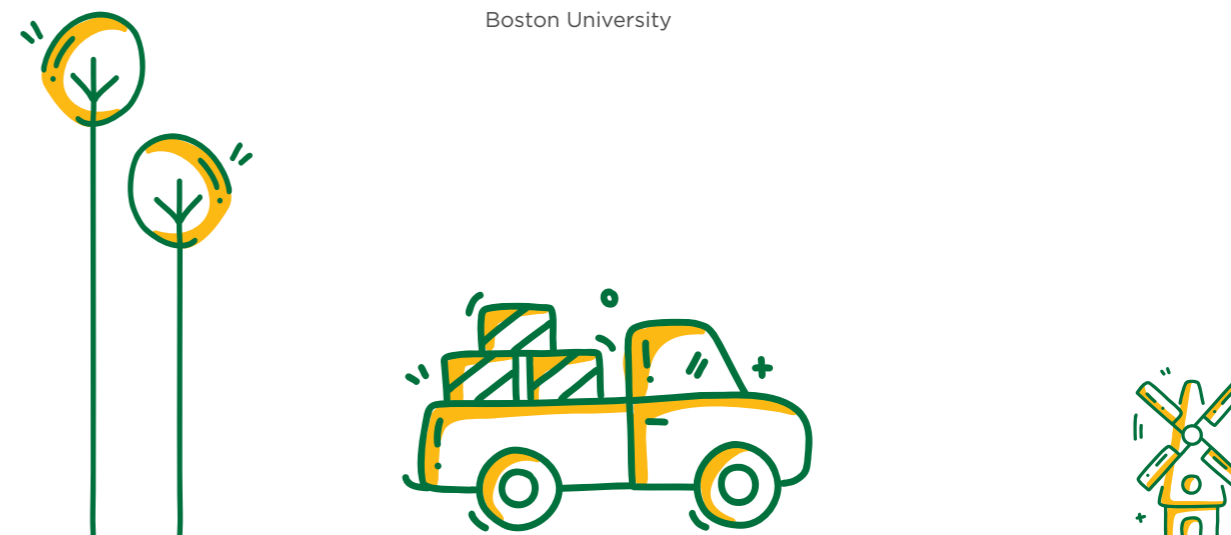
- Member of the Board of Directors
- Chairman of the Technical Committee
- Member of the Audit Committee

### Previous Positions

- Non-Executive Member of the Board, Scandi Standard AB, 2018-2021
- Chief Executive Officer, Manor Farm Co. Ltd., 1998-2019
- Chief Financial Officer, Manor Farm Co. Ltd., 1987-1998
- Financial Accountant, Shield Life Insurance Company, 1984-1987

### Academic Qualifications

- Bachelor's Degree in Business Administration, University of Dublin, Ireland
- ACMA Certification from CIMA, 1983



# Board of Directors continued



**Mr. Stephen Parsons**

### Membership

- Member of the Board of Directors
- Chairman of the Nomination and Remuneration Committee
- Member of the Technical Committee

### Current Positions

- Chief Executive Officer, Greengage Agritech Limited, a limited liability company, commercial and agricultural sector, since 2016
- Member of the Institute of Directors (IOD), London, UK
- Independent Non-Executive Director Rainbow Chicken Limited (RSA), a public listed poultry company, since 2024

### Previous Positions

- Co-owner and Director, MTech Systems Europe Limited, a limited liability company, technology and consulting solutions for poultry and swine sector, 2010-2015

- Managing Director, Cobb Europe Limited, England, a limited liability company, poultry genetics sector, 2006-2009
- Chief Operating Officer, Grampian Country Food Group, limited liability company, integrated poultry production in consumer staples industry, 2004-2006
- Project Manager at Richemont International Limited, a limited liability company in the luxury goods sector, from 2003 to 2004, managing major projects for a leading global company in the luxury goods industry
- Chief Executive Officer (CEO) of Rainbow Chicken Limited, a limited liability company in the food and beverage sector, from 2002 to 2003, taking executive responsibility in one of the leading limited liability companies in the food and beverage industry

- Chief Operating Officer (COO) of Rainbow Farms Group Limited, a limited liability company in the consumer staples sector, from 2001 to 2003, overseeing group operations for a company specialized in poultry production and essential consumer food products

### Academic Qualifications

- Bachelor of Commerce, University of the Witwatersrand, Johannesburg, South Africa Royal Society of Arts, 1992



**Mr. Alexander Ivannikov**

### Membership

- Member of the Board of Directors
- Member of the Technical Committee

### Current Positions

- Chief Administrative Officer, Whataburger
- Independent Principal Investor, Board Advisor and Independent Non-Executive Director

### Previous Positions

- Chief Strategy Officer and Chief Supply Chain Officer, Whataburger, 2016-2023
- Executive leadership at Tyson AGCO Foods, GPS.

- Executive leadership in international business, food production, and poultry production, 2014-2016.
- Global leadership positions in agribusiness operations, poultry, food production, and oil and gas, 1999-2013
- Over 25 years' experience in agriculture, food production, restaurants and hospitality in Fortune 100 companies
- Held several senior executive positions, including Chief Administrative Officer, Chief Operating Officer, Head of Business Development, Chief Marketing Officer, Chief Strategy Officer, Chief Supply Chain Officer, President, General Manager and Executive Vice President

- Global experience in building and developing companies

### Academic Qualifications

- Alumnus of GMP Program, Harvard Business School
- Postgraduate Management Program, University of Leicester
- Bachelor of International Business and French Language, Harding University



## Board of Directors continued



**Mr. Tariq Al-Abbadi**

### Membership

- Member of the Board of Directors

### Current Positions

- Group Chief Legal Officer, Al-Dabbagh Group Holding Company, since 2011

### Previous Positions

- Partner, Dewey & LeBoeuf, 2007-2011
- Associate, King & Spalding, 2005-2006
- Associate, Baker Botts 2004-2005
- Associate, IBLAW 2000-2004

### Academic Qualifications

- Master of International Commercial Law, University of Kent, UK
- Master of Private Law and Bachelor's Degree in Law, University of Jordan



**Mr. Ahmed Osilan**

### Membership

- Member of the Board of Directors
- Member of the Environment, Social and Governance Committee

### Current Positions

- Founder, Gloventures Holdings
- Managing Partner, AISG Logistics
- Fellowship of the Aspen Global Leadership Institute
- Member of the Board, Sulaiman Al Rajhi Sons Holding Company

### Previous Positions

- Founder, Chief Executive Officer and Chairman, Globartis, Responsible Investment Ecosystem Ltd., until 2014.
- Chief Executive Officer of Investment, Saudi Arabian General Investment Authority, until 2012

- Middle East Marketing Manager, Unilever, until 2008.
- Held many leadership positions and served on many committees in the public and private sectors in the Kingdom of Saudi Arabia and the Middle East

### Academic Qualifications

- Bachelor of Industrial Management, King Fahd University of Petroleum and Minerals, 1999

### External Members of the Board Committees (first term ended on 16 April 2025)

Name	Membership	Current Positions	Previous Positions	Academic Qualifications
Ms. Zein Attar	<ul style="list-style-type: none"> <li>Independent Member of the Nomination and Remuneration Committee</li> </ul>	<ul style="list-style-type: none"> <li>Director of Culture, Diversity, Equity, and Inclusion, TAQA (Energy and Services Company)</li> </ul>	<ul style="list-style-type: none"> <li>Director of Organizational Development, TAQA (Energy and Services Company)</li> </ul>	<ul style="list-style-type: none"> <li>Bachelor of Child Development and French, Tufts University, USA</li> <li>Master of Science (MSc) in Human Resource Management and Organizational Analysis, King's College, London, UK</li> <li>Certified Member of the Chartered Institute of Personnel and Development (CIPD)</li> </ul>
Ms. Shahad Nejaim	<ul style="list-style-type: none"> <li>Member of the Environmental, Social and Governance Committee</li> </ul>	<ul style="list-style-type: none"> <li>Director of Sustainability, Al-Dabbagh Group, since 2023</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge Consultant, McKinsey &amp; Company, 2019-2022</li> </ul>	<ul style="list-style-type: none"> <li>Master of Psychology with specialization in Public Relations and Corporate Communications, Georgetown University, 2018</li> <li>Bachelor of Science in Business Administration with a double specialization in Marketing and Entrepreneurship, American University, 2016</li> </ul>
Ms. Hayfa Abu Zabibah	<ul style="list-style-type: none"> <li>Member of the Nomination and Remuneration Committee</li> </ul>	<ul style="list-style-type: none"> <li>Head of Inclusive Entrepreneurship, People and Culture, Al-Dabbagh Group</li> </ul>	<ul style="list-style-type: none"> <li>Human Resources Director, Abdul Latif Jameel Motors</li> </ul>	<ul style="list-style-type: none"> <li>Master of Business Administration (MBA) with a specialization in Business Analytics, Hult International Business School, United Arab Emirates</li> </ul>

### Members of the Board of Directors (second term started on 17 April 2025)

Name	Membership	Current Positions	Previous Positions	Academic Qualifications
H.E. Amr Al-Dabbagh	<ul style="list-style-type: none"> <li>Chairman of the Board of Directors</li> <li>Member of the Environmental, Social and Governance Committee</li> </ul>	<ul style="list-style-type: none"> <li>Sole Director and Chief Executive Officer, Al-Dabbagh Group Holding Company</li> </ul>	<ul style="list-style-type: none"> <li>Chairman of the Board, SAED International Recruitment Company, a closed joint stock company, 2014-2018</li> <li>Member of the Board, SAED International Recruitment Company, 2018-2020</li> <li>Member of the Board, Savola Group, a joint stock company, food and retail sector, 2000-2004</li> <li>Governor and Chairman (with a rank of Minister), Saudi Arabian General Investment Authority (SAGIA), now known as the Ministry of Investment</li> <li>Member, Makkah Regional Council, 1997-2004</li> <li>Member of the Board, Jeddah Chamber of Commerce and Industry, 1997-2004</li> </ul>	<ul style="list-style-type: none"> <li>Bachelor of Business Administration, King Abdulaziz University, Jeddah, Saudi Arabia, 1988</li> </ul>

Name	Membership	Current Positions	Previous Positions	Academic Qualifications
Mr. Jamal Al-Dabbagh	<ul style="list-style-type: none"> <li>Vice Chairman of the Board of Directors</li> <li>Member of the Audit Committee</li> </ul>	<ul style="list-style-type: none"> <li>Member of the Board, Gulf General Cooperative Insurance Company, a public joint stock company, insurance sector, since 2025</li> <li>Member of the Board, Petromin Corporation, a closed joint stock company, lubricants and automotive services sector, since 2018</li> <li>Chairman of the Board, Gulf Power International Company, a closed joint stock company, in construction sector, since 2024</li> <li>Sole Director, Jamal Abdullah Al-Dabbagh Co. Ltd., a limited liability company, import and export services sector, since 2004</li> </ul>	<ul style="list-style-type: none"> <li>Chairman of the Board, SAED International for ISTIGDAM, a closed joint stock company, recruitment and labor services sector</li> <li>Chairman of the Board, Premier Paints Company Limited, a mixed limited liability company, manufacturing sector</li> <li>Vice Chairman of the Board, Red Sea International, a public joint stock company, contracting, housing and prefabricated buildings sector</li> <li>Member of the Board, Al-Dabbagh Group Holding Company, a limited liability company</li> <li>Chairman of the Board, Gulf General Cooperative Insurance Company, a public joint stock company, insurance sector</li> </ul>	<ul style="list-style-type: none"> <li>Master of Business Administration (MBA), King Saud University, Riyadh, Saudi Arabia, 2001</li> <li>Bachelor's Degree in Accounting, King Abdulaziz University, Jeddah, Saudi Arabia, 1984</li> </ul>
Ms. Zein Attar	<ul style="list-style-type: none"> <li>Member of the Board of Directors</li> <li>Managing Director</li> </ul>	<ul style="list-style-type: none"> <li>Managing Director of Tanmiah Food Company</li> <li>Chief Human Resources Officer of Tanmiah Food Company</li> </ul>	<ul style="list-style-type: none"> <li>Chairperson of the Nomination and Remuneration Committee, Tanmiah Food Company</li> <li>Director of Culture, Diversity, Equity, and Inclusion, TAQA (Energy and Services Company)</li> </ul>	<ul style="list-style-type: none"> <li>Bachelor of Child Development and French, Tufts University, USA</li> <li>Master of Science (MSc) in Human Resource Management and Organizational Analysis, King's College, London, UK</li> <li>Certified Member of the Chartered Institute of Personnel and Development (CIPD)</li> </ul>
Mr. Kamel Al Munajjed	<ul style="list-style-type: none"> <li>Member of the Board of Directors</li> <li>Chairman of the Audit Committee</li> </ul>	<ul style="list-style-type: none"> <li>Sole Director, Bait Al-Urjuan Real Estate Development and Investment Co., a limited liability company, real estate sector, since 2005</li> </ul>	<ul style="list-style-type: none"> <li>Member of the Board, Allianz Saudi Fransi Cooperative Insurance, a public joint stock company, insurance sector</li> <li>Chairman of the Board, SHUAA Capital Saudi Arabia, a closed joint stock company, financial services, 2012-2015</li> <li>Member of the Board and Chairman of the Audit Committee, AXA Cooperative Insurance Company, a public joint stock company, insurance sector, 2008-2014</li> <li>Vice President, Al Munajem Group, a limited liability company, food and beverage sector, 1993-2005</li> <li>Head of Investment and Private Banking, Banque Saudi Fransi, a public joint stock company, banking sector, 1988-1993</li> </ul>	<ul style="list-style-type: none"> <li>Master of Business Administration (MBA), INSEAD, France, 1987</li> <li>Bachelor of Electronic Engineering, American University of Beirut, Lebanon, 1983</li> </ul>

Name	Membership	Current Positions	Previous Positions	Academic Qualifications
Mr. Mohamed Jazeel	<ul style="list-style-type: none"> <li>Member of the Board of Directors</li> <li>Member of the Nomination and Remuneration Committee</li> <li>Member of the Technical Committee</li> </ul>	<ul style="list-style-type: none"> <li>Chief Operating Officer, Al-Dabbagh Group Holding Company, a limited liability company, since 2021</li> </ul>	<ul style="list-style-type: none"> <li>Systems Engineer, IBM Saudi Arabia, a limited liability company, IT sector, 1983-1986</li> <li>Chairman of the Risk Committee Najm for Insurance Services Co., a closed joint stock company</li> <li>Chief Financial Officer, Al-Dabbagh Group Holding Company, a limited liability company, investment sector, April 1999-2021</li> <li>General Manager, Agricultural Development Company, a limited liability company, chicken production, 1997-1999</li> <li>Finance Manager, Al-Dabbagh Group Holding Company, a limited liability company, investment sector, 1994-1997</li> <li>Finance Manager, Agricultural Development Company, a limited liability company, chicken production, 1992-1994</li> <li>Audit Supervisor and Assistant Audit Director, PricewaterhouseCoopers (Malawi), a limited liability partnership, advisory services and innovation sector, 1988-1992</li> <li>Trainee Accountant, PricewaterhouseCoopers, (Sri Lanka and Singapore), a limited liability partnership, advisory services and innovation sector, 1985-1988</li> </ul>	<ul style="list-style-type: none"> <li>Certificate from the Chartered Institute of Management Accountants UK, 1992</li> <li>Executive Education in General Management for Specialists, Cranfield School of Management, UK, 1998</li> <li>Effective Marketing Management, Cranfield School of Management, UK, 1999</li> <li>e-business, London Business School, UK, 2000</li> <li>Executive Education in Corporate Financial Strategies, Kellogg School of Management, USA, 2004</li> <li>Executive Education in Creating Value through Financial Management, Wharton School, University of Pennsylvania, USA, 2005</li> <li>Executive Education in Strategic Financial Analysis, Harvard Business School, Boston, USA, 2006</li> <li>Audit Committees in an Era of Governance, Harvard Business School, USA, 2008</li> <li>Strategic Finance, IMD, Switzerland, 2008</li> </ul>
Ms. Hawazen Nassief	<ul style="list-style-type: none"> <li>Member of the Board of Directors</li> <li>Chairperson of the Environment, Social and Governance Committee</li> </ul>	<ul style="list-style-type: none"> <li>Member, Commission of Makkah Province Development Authority</li> <li>Chief Executive Officer, Sustainable Tourism Global Center</li> <li>Member, TOURISE Advisory Board</li> </ul>	<ul style="list-style-type: none"> <li>Head of Sustainability and Stewardship, Public Investment Fund</li> <li>Member of the Nomination and Remuneration Committee, Bupa Arabia</li> <li>Member of the Board, Member of the Risk, Compliance and ESG Committee and Chairperson of the Nomination and Remuneration Committee, MEPCO</li> <li>Member of the Board, Jones Lang LaSalle</li> <li>Vice President, ESG and External Affairs, National Energy Services Reunited</li> </ul>	<ul style="list-style-type: none"> <li>Master of Law and Diplomacy, Tufts University, USA</li> <li>Bachelor of International Relations, Boston University</li> </ul>

Name	Membership	Current Positions	Previous Positions	Academic Qualifications
			<ul style="list-style-type: none"> <li>ESG Advisor, Future Investment Initiative (FII) Institute, Riyadh</li> <li>Over 15 years' experience in multinational companies, including: Cummins, Christie's, Olayan Financing Company, and Kingdom Holding</li> </ul>	
Mr. Vincent Carton	<ul style="list-style-type: none"> <li>Member of the Board of Directors</li> <li>Chairman of the Technical Committee</li> <li>Member of the Audit Committee</li> </ul>		<ul style="list-style-type: none"> <li>Non-Executive Member of the Board, Scandi Standard AB, 2018-2021</li> <li>Chief Executive Officer, Manor Farm Co. Ltd., 1998-2019</li> <li>Chief Financial Officer, Manor Farm Co. Ltd., 1987-1998</li> <li>Financial Accountant, Shield Life Insurance Company, 1984-1987</li> </ul>	<ul style="list-style-type: none"> <li>Bachelor's Degree in Business Administration, University of Dublin, Ireland</li> <li>ACMA Certification from CIMA, 1983</li> </ul>
Ms. Shahad Nejaim	<ul style="list-style-type: none"> <li>Member of the Board of Directors</li> <li>Member of the Environmental, Social and Governance Committee</li> </ul>	<ul style="list-style-type: none"> <li>Director of Sustainability, Al-Dabbagh Group, since 2023</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge Consultant, McKinsey &amp; Company, 2019-2022</li> </ul>	<ul style="list-style-type: none"> <li>Master of Psychology with specialization in Public Relations and Corporate Communications, Georgetown University, 2018</li> <li>Bachelor of Science in Business Administration with a double specialization in Marketing and Entrepreneurship, American University, 2016</li> </ul>
Ms. Farha Aslam	<ul style="list-style-type: none"> <li>Member of the Board of Directors</li> <li>Chairperson of the Nomination and Remuneration Committee</li> <li>Member of the Technical Committee</li> </ul>	<ul style="list-style-type: none"> <li>Founder and Managing Partner, Crescent House Capital, LLC</li> </ul>	<ul style="list-style-type: none"> <li>Managing Director and Senior Analyst, Food and Agribusiness Research Stephens Inc.</li> </ul>	<ul style="list-style-type: none"> <li>Columbia Business School, New York, NY 1996</li> <li>Master of Business Administration (MBA) with a focus on Finance</li> <li>Bachelor of Economics, University of California, Irvine, CA, BA in Economics</li> </ul>
Mr. Nadir Qureshi	<ul style="list-style-type: none"> <li>Member of the Board of Directors</li> <li>Member of the Audit Committee</li> <li>Member of the Nomination and Remuneration Committee</li> </ul>	<ul style="list-style-type: none"> <li>Independent Director, Pakistan Oxygen Ltd.</li> <li>Chief Financial Officer, Al-Dabbagh Group</li> </ul>	<ul style="list-style-type: none"> <li>Chief Executive Officer (CEO), Engro Energy Limited, 2024</li> <li>Chief Investment Officer (CIO), Engro Corporation Limited, 2023</li> <li>Chief Executive Officer (CEO), Engro Fertilizers Limited, 2018-2022</li> <li>Chief Strategy Officer (CSO), Engro Corporation Limited, 2017</li> </ul>	<ul style="list-style-type: none"> <li>Bachelor of Nuclear Engineering, Massachusetts Institute of Technology (MIT), USA, 1992</li> <li>Master of Nuclear Engineering, Massachusetts Institute of Technology (MIT), USA, 1992</li> <li>Master of Business Administration (MBA) in General Management, Harvard Business School, USA, 2000</li> </ul>

#### External Members of the Board Committees (second term started on 17 April 2025)

Name	Membership	Current Positions	Previous Positions	Academic Qualifications
Mr. Sanjay Bhattacharya	<ul style="list-style-type: none"> <li>Member of the Nomination and Remuneration Committee</li> </ul>	<ul style="list-style-type: none"> <li>Senior HR Advisor, TAQA-WS, since May 2025</li> </ul>	<ul style="list-style-type: none"> <li>Regional Managing Director and ME Head of People and Organization Change, Protiviti Global, 2015-2025</li> <li>Area General Manager, Korn-Ferry (formerly Hay Group), 2010-2015</li> <li>Senior Manager, Ernst &amp; Young, 2005-2010</li> <li>HR Projects Manager, Alshaya Retail, Kuwait, 2003-2005</li> <li>Senior Compensation and Benefits Specialist, Gulf Bank, Kuwait, 2000-2003</li> <li>HR Specialist, Alshaya Retail, 1997-2000</li> <li>Senior Engineer, 1992-1995</li> </ul>	<ul style="list-style-type: none"> <li>Bachelor of Mechanical Engineering, 1988-1992</li> <li>Master of Business Administration (MBA), 1995-1997</li> </ul>

#### Board Members Classification

##### Board Members (first term ended on 16 April 2025)

Member Name	Position	Membership Classification
H.E. Amr Al-Dabbagh	Chairman	Non-Executive
Mr. Jamal Al-Dabbagh	Vice Chairman	Non-Executive
Mr. Kamel Al Munajjed	Director	Independent
Mr. Mohamed Jazeel	Director	Non-Executive
Ms. Hawazen Nassief	Director	Independent
Mr. Vincent Carton	Director	Independent
Mr. Stephen Parsons	Director	Independent
Mr. Alexander Ivannikov	Director	Independent
Mr. Tariq Al-Abbadi	Director	Non-Executive
Mr. Ahmed Osilan	Director	Non-Executive

##### Board Members (second term starting on 17 April 2025)

Member Name	Position	Membership Classification
H.E. Amr Al-Dabbagh	Chairman	Non-Executive
Mr. Jamal Al-Dabbagh	Vice Chairman	Non-Executive
Ms. Zein Attar	Managing Director	Executive
Mr. Kamel Al Munajjed	Director	Independent
Mr. Mohamed Jazeel	Director	Non-Executive
Ms. Hawazen Nassief	Director	Independent
Mr. Vincent Carton	Director	Independent
Ms. Shahad Nejaim	Director	Non-Executive
Ms. Farha Aslam	Director	Independent
Mr. Nadir Qureshi	Director	Non-Executive

**Classification of Membership and Names of Companies Inside and Outside the Kingdom**

Member Name	Position	Membership Classification	Membership of Companies, inside and outside the Kingdom
H.E. Amr Al-Dabbagh	Chairman of the Board of Directors	Non-Executive	<ul style="list-style-type: none"> <li>Chairman of the Board, Red Sea International Company, a public joint stock company – Non-Executive</li> <li>Member of the Executive Committee, Red Sea International Company, a public joint stock company (since 2025)</li> <li>Member of the Safety and Sustainability Committee, Red Sea International Company, a public joint stock company (since 2024)</li> <li>Chairman of the Board, Petrolube Oil Company, a closed joint stock company – Non-Executive</li> <li>Member of the Board, Petromin Corporation, a closed joint stock company – Non-Executive</li> <li>Sole Director, Al-Dabbagh Group Holding Company, a limited liability company</li> <li>Sole Director / Partner, Amr Abdullah Al-Dabbagh Company, a limited liability company</li> <li>Sole Director, United Investment Ships Company, a limited liability company</li> <li>Director, Tanmiah Commercial Holding Company, a limited liability company</li> </ul>
Mr. Jamal Al-Dabbagh	Vice Chairman of the Board of Directors	Non-Executive	<ul style="list-style-type: none"> <li>Member of the Board, Gulf General Cooperative Insurance Company, a public joint stock company – Non-Executive</li> <li>Chairman of the Board, Gulf International for Electric Power Company, a closed joint stock – Non-Executive</li> <li>Member of the Board, Petromin Corporation, a closed joint stock company – Non-Executive</li> </ul>
Ms. Zein Attar	Member of the Board of Directors	Executive	N/A
Mr. Kamel Al Munajjed	Member of the Board of Directors	Independent	N/A
Mr. Mohamed Jazeel	Member of the Board of Directors	Non-Executive	<ul style="list-style-type: none"> <li>Chairman of the Board, Barq Systems S.A.E, a limited liability company in the information and communication technology Sector, since 2022 (outside the Kingdom)</li> <li>Member of the Board, Premier Paints Company, a limited liability company in the paint manufacturing sector, since 2013</li> <li>Member of the Board, Gulf General Cooperative Insurance Company, a public joint stock company in the insurance sector, since 2009</li> <li>Member of the Risk Committee, Gulf General Cooperative Insurance Company, a joint stock company in the insurance sector, since 2017</li> <li>Member of the Executive Committee, Gulf General Cooperative Insurance Company, a joint stock company in the insurance sector, since June 2025</li> <li>Member of the Board, The Fundamental Installation for Electric Works Co., a closed joint stock company in the construction sector, since 2023</li> <li>Member of the Board, Petrolube Oil Company, a closed joint stock company in the petroleum sector, since 2024</li> <li>Member of the Nomination and Remuneration Committee, Petrolube Oil Company, a closed joint stock company in the petroleum sector, since 2024</li> <li>Member of the Audit Committee, Petrolube Oil Company, a closed joint stock company in the petroleum sector, since 2022</li> <li>Member of the Audit Committee, Petromin Corporation, a closed joint stock company in the automotive services sector, since 2015</li> </ul>

Member Name	Position	Membership Classification	Membership of Companies, inside and outside the Kingdom
			<ul style="list-style-type: none"> <li>Member of the Board, Barq Systems for Commercial Technology Services, a closed joint stock company in the technology services sector, since 2025</li> <li>Member of the Board, Al Dukan Company Ltd., a limited liability company in the retail grocery sector, since 2024</li> <li>Member of the Board, Gulf International for Electric Power Company, a closed joint stock company in the construction sector, since 2024</li> <li>Member of the Board, Red Sea International Company, a public joint stock company in the construction and real estate management sector, since 2024</li> <li>Member of the Nomination and Remuneration Committee, Red Sea International Company, a public joint stock company in the food production sector, since 2024</li> <li>Member of the Audit Committee, Red Sea International Company, a public joint stock company in housing and prefabricated buildings/contracting sector, since 2006</li> <li>Member of the Executive Committee, Red Sea International Company, a public joint stock company in housing and prefabricated buildings/contracting Sector, since 2024</li> </ul>
Ms. Hawazen Nassief	Member of the Board of Directors	Independent	<ul style="list-style-type: none"> <li>Chief Executive Officer (CEO), Global Centre for Sustainable Tourism</li> <li>Member of the Commission of Makkah Province Development Authority</li> <li>Member of the Advisory Board, Tourise</li> </ul>
Mr. Vincent Carton	Member of the Board of Directors	Independent	<ul style="list-style-type: none"> <li>Independent Member, FBN, Ireland</li> <li>Chairman of the Board, Themvar Holdings Unlimited Company – Independent</li> <li>Managing Director, Carton Brothers, an eighth-generation family company – Executive</li> </ul>
Mr. Stephen Parsons	Member of the Board of Directors	Independent	• N/A
Mr. Alexander Ivannikov	Member of the Board of Directors	Independent	• N/A
Ms. Shahad Nejaim	Member of the Board of Directors	Non-Executive	<ul style="list-style-type: none"> <li>Red Sea International Company</li> <li>Al Dukan Company Ltd. (Retail Grocery)</li> <li>Member of the Safety and Sustainability Committee, Red Sea International Company</li> </ul>
Ms. Farha Aslam	Director, Board of Directors	Independent	<ul style="list-style-type: none"> <li>Calavo Growers</li> <li>Pilgrims Pride</li> <li>Green Plains</li> </ul>
Nadir Qureshi	Director, Board of Directors	Non-Executive	<ul style="list-style-type: none"> <li>Member of the Board, Audit Committee, and Procurement and Performance Committee (BPC), Pakistan Oxygen Limited</li> <li>Chief Financial Officer (CFO), Al-Dabbagh Group</li> </ul>
Mr. Tariq Al-Abbadi	Member of the Board of Directors	Non-Executive	<ul style="list-style-type: none"> <li>Various subsidiaries of Al-Dabbagh Group</li> <li>Affiliates of Al-Dabbagh Group globally</li> </ul>
Mr. Ahmed Osilan	Member of the Board of Directors	Non-Executive	• N/A

### Procedure for Informing the Board Members of the Shareholders' Suggestions and Notes on the Company and its Performance

Tanmiah recognizes the shareholder proposals received during the General Assembly Meeting and records them in the minutes of the meeting. It informs the Chairman of the Board of any other proposals concerning Tanmiah to be presented at the soonest Board meeting. There is an e-mail address: [IR@tanmiah.com](mailto:IR@tanmiah.com), and a mail address to receive ad hoc shareholder comments and suggestions linked directly to the Board Secretary so that the Board can review submissions.

### Board Meetings and Board Member Remuneration

The Board of Directors conducted five Board meetings, of which all meetings were attended as follows:

**First:** The following table shows the Board of Directors' meetings during the first term, which ended on 16 April 2025, as well as the attendance of the members at these meetings in 2025.

No.	Name	Membership	Board		Total
			1st	13 Feb	
1.	H.E. Amr Al-Dabbagh	Chairman of the Board of Directors	✓		1
2.	Mr. Jamal Al-Dabbagh	Vice Chairman of the Board of Directors	✓		1
3.	Mr. Kamel Al Munajjed	Member	✓		1
4.	Mr. Mohamed Jazeel	Member	✓		1
5.	Ms. Hawazen Nassief	Member	✓		1
6.	Mr. Vincent Carton	Member	✓		1
7.	Mr. Stephen Parsons	Member	✓		1
8.	Mr. Alexander Ivannikov	Member	✓		1
9.	Mr. Tariq Al-Abbadi	Member	✓		1
10.	Mr. Ahmed Osilan	Member	✓		1

**Second:** The following table shows the Board of Directors' meetings during the second term, which started on 17 April 2025, as well as the attendance of the members at these meetings in 2025.

The Board of Directors held four meetings. The table below presents the meetings held during 2025 and the attendance of the members.

No.	Name	Membership	Board				Total	
			2nd	3rd	4th	5th		
			15 May	7 Aug	5 Nov	6 Nov		
1.	H.E. Amr Al-Dabbagh	Chairman of the Board of Directors	✓	✓	✓	✓		4
2.	Mr. Jamal Al-Dabbagh	Vice Chairman of the Board of Directors	✓	✓	✓	✓		4
3.	Mr. Kamel Al Munajjed	Member	✓	✓	✓	✓		4
4.	Mr. Mohamed Jazeel	Member	✓		✓	✓		4
5.	Ms. Hawazen Nassief	Member	✓	✓	✓			4
6.	Mr. Vincent Carton	Member	✓	✓	✓	✓		4
7.	Ms. Zein Attar	Member	✓	✓	✓	✓		4
8.	Ms. Shahad Nejaim	Member	✓	✓	✓	✓		4
9.	Ms. Farha Aslam	Member	✓	✓	✓	✓		4
10.	Mr. Nadir Qureshi	Member	✓	✓	✓	✓		4

### General Assembly Meetings

#### Statement of the dates of the General Assemblies of shareholders held during the year 2025, and the names of the Board members attending these meetings

The Company held two General Assembly Meetings during 2025; meetings held remotely through modern technology via Tadawul services. The meeting's results were published on Tadawul's website. Minutes of the meetings can be found on Tanmiah's website <https://tanmiah.com/>

#### General Assembly meeting held during the first term of the Board of Directors, which ended on 16 April 2025

No.	Name	Membership	General Assemblies		Total
			1st	7 Apr	
1.	H.E. Amr Al-Dabbagh	Chairman of the Board of Directors	✓		1
2.	Mr. Jamal Al-Dabbagh	Vice Chairman of the Board of Directors	✓		1
3.	Mr. Kamel Al Munajjed	Member	✓		1
4.	Mr. Mohamed Jazeel	Member	-		0
5.	Ms. Hawazen Nassief	Member	✓		1
6.	Mr. Vincent Carton	Member	✓		1
7.	Mr. Stephen Parsons	Member	✓		1
8.	Mr. Alexander Ivannikov	Member	✓		1
9.	Mr. Tariq Al-Abbadi	Member	✓		1
10.	Mr. Ahmed Osilan	Member	✓		1

#### General Assembly meeting held during the second term of the Board of Directors, which started on 17 April 2025

No.	Name	Membership	General Assemblies		Total
			2nd	15 Jun	
1.	H.E. Amr Al-Dabbagh	Chairman of the Board of Directors	✓		1
2.	Mr. Jamal Al-Dabbagh	Vice Chairman of the Board of Directors	✓		1
3.	Ms. Zein Attar	Member	✓		1
4.	Mr. Kamel Al Munajjed	Member	✓		1
5.	Mr. Mohamed Jazeel	Member	✓		1
6.	Ms. Hawazen Nassief	Member	✓		1
7.	Mr. Vincent Carton	Member	✓		1
8.	Ms. Shahad Nejaim	Member	✓		1
9.	Ms. Farha Aslam	Member	✓		1
10.	Mr. Nadir Qureshi	Member	✓		1

### Board of Directors Committees

In accordance with CMA Corporate Governance regulation, and regulations of relevant authorities, the Board forms committees to perform its work in a manner that achieves the efficiency and effectiveness of the Board. During the formation process, the Board should identify and document the Committees' responsibilities and work procedures and issue the required resolutions for this purpose.

### Audit Committee

The Audit Committee was formed by the General Assembly and consists of at least three members, from among the shareholders or others. The Audit Committee convenes periodically, provided that at least four meetings are held during the Company's fiscal year. The General Assembly approved its tasks, controls and the remuneration of its members. The Committee consists of four members, from the Board of Directors, specialized in financial affairs, accounting and auditing.

### Responsibilities of the Audit Committee

The Audit Committee reviews the financial and administrative policies and procedures as well as the procedures for preparing financial reports and their deliverables. It also reviews internal audit reports and comments, and issues recommendations to the Board of Directors on the appointment, dismissal, remuneration and independence of external auditors. The Committee examines preliminary and annual financial statements before being submitted to the Board of Directors and provides opinions and guidance thereon. It also reviews the external auditor's observations on the statements and as well as the audit plan, making its observations thereon. The Audit Committee fulfills other work periodically to assess the efficiency and effectiveness of the control activities and risk management. It verifies and monitors the Company's compliance with the applicable laws, regulations, policies and instructions, ensuring the Company's adherence and compliance with the applicable laws and regulations to be considered.

### Audit Committee Members (first term ended on 16 April 2025)

The Audit Committee comprises the following members.

No.	Name	Membership	Classification
1.	Mr. Kamel Al Munajjed	Chairman	Independent
2.	Mr. Jamal Al-Dabbagh	Member	Non-Executive
3.	Mr. Mohammed Jazeel	Member	Non-Executive
4.	Mr. Vincent Carton	Member	Independent

### Audit Committee Members (second term started on 17 April 2025)

The Audit Committee comprises the following members.

No.	Name	Membership	Classification
1.	Mr. Kamel Al Munajjed	Chairman	Independent
2.	Mr. Jamal Al-Dabbagh	Member	Non-Executive
3.	Mr. Vincent Carton	Member	Independent
4.	Mr. Nadir Qureshi	Member	Non-Executive

### Audit Committee Meetings

The Audit Committee held four meetings during the fiscal year 2025; the dates of meetings and members' attendance are as follows:

#### Audit Committee meetings (first term ended on 16 April 2025)

No.	Name	Membership	Audit Committee	
			1st	Total
1.	Mr. Kamel Al Munajjed	Chairman	12 Feb	1
2.	Mr. Jamal Al-Dabbagh	Member	✓	1
3.	Mr. Mohammed Jazeel	Member	✓	1
4.	Mr. Vincent Carton	Member	✓	1

#### Audit Committee meetings (second term started on 17 April 2025)

No.	Name	Membership	Audit Committee			Total
			2nd	3rd	4th	
1.	Mr. Kamel Al Munajjed	Chairman	14 May	6 Aug	4 Nov	3
2.	Mr. Jamal Al-Dabbagh	Member	✓	✓	✓	3
3.	Mr. Vincent Carton	Member	✓	✓	✓	3
4.	Mr. Nadir Qureshi	Member	-	✓	✓	2

### Nomination and Remuneration Committee

The Nomination and Remuneration Committee (NRC) consists of four members. The NRC oversees the nomination of Directors to the Board of Directors and the remuneration policy for the Directors and the members of the Company's senior management.

### Responsibilities of the Nomination and Remuneration Committee

The NRC reviews and approves the process of designing an appropriate operating model and fair incentives of salary scales, in conformity with market standards and requirements and best governance practices. It also reviews the structure of the Board and recommends appropriate amendments. The Committee ensures the independence of members annually and that members of the Board have no conflict of interest, especially if they are Board members of other companies. It also reviews and approves the Board and committee remunerations, and incentives, prior to submission before the Board for ratification.

### Nomination and Remuneration Committee Members (first term ended on 16 April 2025)

The Nomination and Remuneration Committee comprises the following members.

No.	Name	Membership	Classification
1.	Mr. Stephen Parsons	Member	Independent
2.	Mr. Mohamed Jazeel	Member	Non-Executive
3.	Ms. Hayfa Abu Zabibah	Member	External Member
4.	Ms. Zein Attar	Member	Non-Executive

### Nomination and Remuneration Committee Members (second term started on 17 April 2025)

The Nomination and Remuneration Committee comprises the following members.

No.	Name	Membership	Classification
1.	Ms. Farha Aslam	Chairperson	Independent
2.	Mr. Mohamed Jazeel	Member	Non-Executive
3.	Mr. Nadir Qureshi	Member	Non-Executive
4.	Mr. Sanjay Bhattacharya	Member	External Member
5.	Ms. Zein Attar	Member	Executive

### Nomination and Remuneration Committee Meetings

The Nomination and Remuneration Committee held three meetings during the fiscal year 2025; the dates of the meetings and members' attendance are as follows:

#### Nomination and Remuneration Committee meetings (first term ended on 16 April 2025)

No.	Name	Membership	Nomination and Remuneration Committee	
			1st	Total
1.	Mr. Stephen Parsons	Chairman	10 Feb	1
2.	Mr. Mohammed Jazeel	Member	✓	1
3.	Ms. Hayfa Abu Zabibah	Member	✓	1
4.	Ms. Zein Attar	Member	✓	1

### Nomination and Remuneration Committee meetings (second term started on 17 April 2025)

No.	Name	Membership	Nomination and Remuneration Committee		
			2nd	3rd	Total
			31 July	4 Nov	
1.	Ms. Farha Aslam	Chairperson	✓	-	1
2.	Mr. Mohamed Jazeel	Member	✓	✓	2
3.	Mr. Sanjay Bhattacharya	External Member	-	✓	1
4.	Ms. Zein Attar*	Member	✓	-	1
5.	Mr. Nadir Qureshi	Member	✓	✓	2

\* Ms. Zain Attar resigned from her position on 19 October 2025, and Ms. Farah Aslam was appointed as Chair of the Committee on 20 October 2025.

### Environmental, Social and Governance Committee

The Environmental, Social, and Governance Committee (ESG) consists of three Board Directors and two external committee members. The ESG assists the Board in fulfilling oversight responsibilities, and performing the duties, responsibilities and authorities in promoting the long-term sustainability of the Company. Tanmiah's strategy is centered around a sustainability framework that outlines Tanmiah's vision in relation to the environment, health and safety, corporate social responsibility, philanthropy, corporate governance, reputation, ethics, diversity, equity, inclusion and community development, among other things.

#### Responsibilities of the Environmental, Social and Governance Committee

The ESG Committee is tasked to develop an ESG strategy and define ESG priorities and objectives with the goal of further integrating sustainability into the Company's strategy and operations. It oversees the implementation of the Company's ESG strategy and key initiatives and assists the Board in identifying and managing ESG-related risks and opportunities. The Committee monitors the Company's ESG performance, compliance and external ratings. It also assists the Board with oversight of the Company's ESG disclosures and monitors compliance with the best international practices. The ESG Committee also monitors the effectiveness of the Company's internal controls and ESG reporting systems and is responsible for improving the understanding of ESG among the Board and Company executives.

#### Environmental, Social and Governance Committee Members

The ESG Committee comprises the following members (first term ended on 16 April 2025)

No.	Name	Membership	Classification
1.	Ms. Hawazen Nassief	Chairperson	Independent
2.	H.E. Amr Al-Dabbagh	Member	Non-Executive
3.	Ms. Shahad Nejaim	Member	External Member
4.	Mr. Ahmed Osilan	Member	Non-Executive
5.	Mr. Syed Zulfiqar Hamadani	Member	External - CEO

The ESG Committee comprises the following members (second term started on 17 April 2025)

No.	Name	Membership	Classification
1.	Ms. Hawazen Nassief	Chairperson	Independent
2.	H.E. Amr Al-Dabbagh	Member	Non-Executive
3.	Ms. Shahad Nejaim	Member	Non-Executive

### Environmental, Social and Governance (ESG) Committee Meetings

The ESG Committee held three meetings during the fiscal year 2025; the date of the meeting and members' attendance are as follows:

#### Environmental, Social and Governance Committee meetings (first term ended on 16 April 2025)

No.	Name	Membership	Environmental, Social and Governance Committee	
			1st	Total
			9 Feb	
1.	Ms. Hawazen Nassief	Chairperson	✓	1
2.	H.E. Amr Al-Dabbagh	Member	✓	1
3.	Ms. Shahad Najem	Member	✓	1
4.	Mr. Syed Zulfiqar Hamadani	Member	✓	1
5.	Mr. Ahmed Osilan	Member	✓	1

#### Environmental, Social and Governance Committee meetings (Board second term started on 17 April 2025)

No.	Name	Membership	Environmental, Social and Governance Committee		
			2nd	3rd	Total
			3 Aug	2 Nov	
1.	Ms. Hawazen Nassief	Chairperson	✓	✓	2
2.	H.E. Amr Al-Dabbagh	Member	✓	✓	2
3.	Ms. Shahad Najem	Member	✓	✓	2

### Technical Committee

The Technical Committee (TC) consists of four members from the Board of Directors, who have a recognized proficiency in poultry and related operations. The TC assists the Board in fulfilling its oversight responsibilities on specific technical matters which are beyond the scope or expertise of non-technical Board members. The Committee shall oversee and advise the Board and the management team in relation to the development and advancement of the Company's assets.

#### Responsibilities of the Technical Committee

The TC oversees and reviews the technical aspects of the Company's exploration programs and project development, all project development milestones and proposals, and makes recommendations to the Board for consideration. The Committee oversees periodic benchmarking by management of the technical policies, systems and monitoring processes of the Company versus industry best practices. It also reviews and reports to the Board on the sufficiency of financial, technical and human resources to ensure proper and timely development and advancement of the Company's expansion.

#### Technical Committee Members (first term ended on 16 April 2025)

The Technical Committee comprises the following members.

No.	Name	Membership	Classification
1.	Mr. Vincent Carton	Chairman	Independent
2.	Mr. Mohammed Jazeel	Member	Non-Executive
3.	Mr. Stephen Parsons	Member	Independent
4.	Mr. Alexander Ivannikov	Member	Independent

**Technical Committee Members (second term started on 17 April 2025)**

The Technical Committee comprises the following members.

No.	Name	Membership	Classification
1.	Mr. Vincent Carton	Chairman	Independent
2.	Mr. Mohammed Jazeel	Member	Non-Executive
3.	Ms. Farha Aslam	Member	Independent

**Technical Committee Meetings**

The Technical Committee held three meetings during the fiscal year 2025; the dates of the meetings and members' attendance are as follows:

**Technical Committee meetings (first term ended on 16 April 2025)**

No.	Name	Membership	Technical Committee	
			1st 11 Feb	Total
1.	Mr. Vincent Carton	Chairman	✓	1
2.	Mr. Mohammed Jazeel	Member	✓	1
3.	Mr. Stephen Parsons	Member	✓	1
4.	Mr. Alexander Ivannikov	Member	✓	1

**Technical Committee meetings (second term started on 17 April 2025)**

No.	Name	Membership	Technical Committee		Total
			2nd 29 July	3rd 27 oct	
1.	Mr. Vincent Carton	Chairman	✓	✓	2
2.	Mr. Mohamed Jazeel	Member	-	✓	1
3.	Ms. Farha Aslam	Member	✓	✓	2

# Executive Management



**Mr. Syed Zulfiqar Hamadani**

**Chief Executive Officer**

Mr. Syed Hamadani has been with the Company since 2007 and serves on the boards of three other companies. He is currently the Chief Executive Officer, a position he has held since 2019, after serving as Chief Operating Officer from 2013 to 2019 and Chief Financial Officer from 2007 to 2012. Mr. Hamadani has 29 years of experience in finance, sales, logistics, production and food processing with various organizations in the region. He is a Chartered Accountant and holds a Bachelor's Degree in Commerce.



**Mr. Irfan Jawaid Nagi**

**Chief Transformation Officer**

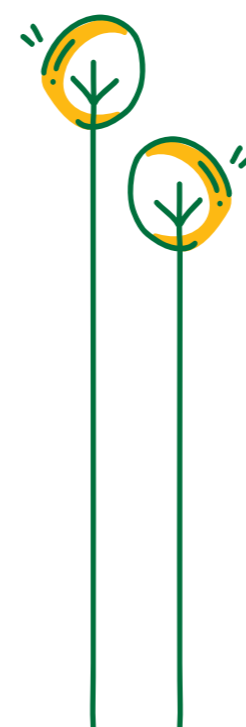
Mr. Irfan Nagi served as the Chief Financial Officer of Tanmiah Food Company until October 2025 and assumed the role of Chief Transformation Officer in November 2025. He is also a Board member of Agricultural Development Company. Mr. Nagi brings over 27 years of professional experience in finance, auditing and corporate leadership, having held several senior executive roles across listed and large-scale organizations. His career reflects deep expertise in financial stewardship, strategic transformation, governance and value creation. He holds multiple internationally recognized professional qualifications, including membership with the Association of Chartered Certified Accountants (ACCA), United Kingdom, the Chartered Institute of Management Accountants (CIMA), United Kingdom, Institute of Chartered Accountants of Pakistan, Chartered Accountants Australia and New Zealand (CA ANZ) and a Certified Public Accountant (CPA), Australia. He holds a MSc Degree in Professional Accountancy from the University of London, United Kingdom.



**Mr. Fadi Qutaishat**

**Chief Financial Officer**

Mr. Fadi Qutaishat brings over 20 years of international leadership experience in financial management, business strategy and operational performance across the consumer goods, manufacturing and industrial sectors. He has held senior leadership roles with global and Fortune 500 companies, including Tyson Foods, Del Monte, Stanley Black & Decker and Unilever, where he led large-scale business transformation programs, market expansion initiatives and profitability improvement strategies across the Middle East, Africa, Asia and Latin America. He has successfully managed complex regulatory environments and led major mergers, acquisitions and joint ventures valued up to USD 2.2 billion, ensuring seamless post-merger integration and synergy realization. Mr. Qutaishat has also overseen enterprise-wide digital and financial transformation, including global ERP and predictive planning system implementations (SAP, Oracle and Microsoft Dynamics), enhancing forecasting accuracy, cost transparency and operational efficiency. Mr. Qutaishat holds a Bachelor's Degree in Accounting from the University of Jordan, completed the Senior Executive Accelerator Program at Harvard University and obtained a Financial Modeling Certification from Fairfield University in Connecticut, USA.



# Executive Management continued



**Mr. Issam Issa**

**Chief Legal Officer**

Mr. Issam Issa is a highly experienced legal professional with over 23 years of expertise in commercial contracts, litigation, and transactional law. His practice spans a broad range of sectors, including banking, finance, investment, funds, asset management and corporate law.

Mr. Issa holds an LL.M. in Banking and Finance from Queen Mary University of London, an LL.M. in International Commercial Law from the University of Kent, Canterbury, and an LL.B. from the University of Jordan. He is also a member (non-practising) of the Jordanian Bar Association and a Member of the Chartered Institute of Arbitrators (MCIArb), London. He began his legal career at Nabulsi & Associates Law Office in Amman, Jordan, before transitioning into the banking and investment sector. Over the years, he has held key legal roles at Arab Bank PLC and various investment banks across the GCC. Prior to joining Tanmiah Food Company as Chief Legal Officer in January 2024, Mr. Issa served with Dar Al Arkan Real Estate Development Company Group.



**Mr. Ahmed Al-Sulaimani**

**Chief Audit Officer**

Mr. Ahmed Al-Sulaimani has over 18 years of extensive experience in auditing, governance, risk and compliance. His distinguished career includes leadership roles at esteemed organizations such as Ernst & Young, DACO, Al-Salam Aircraft Company and TAQA. Throughout his career, he has excelled in various roles spanning Audit, Risk, Compliance and as the CEO of the Saudi Arabian Fraud Association. He is also contributing as an independent Audit Committee member. Mr. Al-Sulaimani is a certified Governance, Risk and Compliance practitioner. He holds an MSc in Finance from George Washington University, USA, and has further enhanced his leadership expertise through programs at Harvard and INSEAD. Additionally, he is a distinguished participant in the Misk 2030 Leadership Program.



**Mr. Muhammad Abbas Khan**

**Chief Strategy Officer**

Mr. Muhammad Abbas Khan has headed the Strategy function of Tanmiah Food Company since 2021. He is a Chartered Accountant with almost 28 years of experience, including almost 12 years in a Big Four firm in business risk advisory, M&A and process restructuring, and nine years with an Islamic investment bank with operations in the USA, Turkey, Jordan, Bahrain and Malaysia. He joined Tanmiah in 2019 and leads the execution of the Company's organic and inorganic growth strategy and is responsible for driving digital transformation and sustainability initiatives across the value chain. He has served as an independent board member and adviser to fintech companies, financial institutions and professional bodies in Bahrain, Malaysia and Saudi Arabia, and is currently a member of the Executive Committee of the Saudi AgriFood Tech Alliance (SAFTA), launched under the patronage of the Ministry of Environment, Water and Agriculture (MEWA).



**Mr. Marcos Delorenzo**

**Chief Executive Officer, ADC (Fresh Poultry Production Segment)**

Mr. Marcos Delorenzo brings over 25 years of management experience across B2C, B2B and FMCG sectors, with a strong focus on transformation and business excellence. His expertise spans sales, marketing, trade marketing, branding, pricing, innovation, quality, R&D, operations, distribution, business strategy, new business development, production and global account management. He holds an EMBA jointly awarded by Washington University in St. Louis, USA, and Fudan University in Shanghai, China, as well as an MBA in Management from UNICAMP - State University of Campinas, São Paulo, Brazil. Mr. Delorenzo earned his Bachelor's Degree in Business Administration from PUC São Paulo and has completed executive extension programs at UCI and UCLA in California, USA.

Throughout his career, he has been based in multiple global regions - including MENA, Russia and the CIS, Europe and Asia - and has held senior leadership roles with major industry players BRF and JBS for over two decades. Mr. Delorenzo joined Tanmiah in August 2022, initially as COO and was subsequently appointed CEO of ADC. Under his leadership, the division has achieved robust performance and significant growth, enabled by transformational programs, full-potential initiatives, strong route-to-market strategy execution and rigorous cost- and efficiency-driven improvements.



**Mr. Nirone Dissanayake**

**Chief Executive Officer DHV (Animal Feed and Veterinary Services Division)**

Mr. Nirone Dissanayake began his journey as an accountant in 1997, assuming leadership positions, including the General Manager of Operations and Planning as well as Business Director at the Agricultural Development Company, and took over as the Chief Executive Officer of Desert Hills Veterinary Services Company (DHV) in 2023. He holds numerous accounting qualifications that demonstrate his expertise in management accounting. He boasts a wealth of experience in business and people management. His business skills are mainly in innovation, cost optimization and business transformation.



# Remuneration Policy

The Extraordinary General Assembly, held on 7 June 2023, endorsed the remuneration policy of the Board of Directors, committees and executive management remunerations, which targets setting a clear standard for the Board of Directors, committees and senior executive's remunerations within the Company, in light of the requirements of Companies Law and CMA regulations. The Nomination and Remuneration Committee shall provide its recommendations to the Board of Directors regarding the remunerations of the Board of Directors, committee members and senior executives within the Company, in accordance with the approved policy, as follows.

## Determining the Remuneration of the Company's Executive Management

The remuneration for the executive management is determined based on the job level, duties and responsibilities assigned to the concerned person, academic qualifications, practical experience, skills and performance level during the fiscal year to ensure the remuneration is paid on a fair basis and upon the recommendation of the Nomination and Remuneration Committee.

## Methodology of Determination of the Remuneration for Members of the Board of Directors

An annual fixed remuneration of 500,000 is paid to the Chairman of the Board. Each member of the Board of Directors receives a fixed amount of 300,000 for their membership on the Board. The Chief Executive Officer receives a fixed financial remuneration of 100,000 for membership on the Board. The Chairman of the Audit Committee receives a fixed amount of 100,000, and each member of the Board receives 50,000 for membership on each committee. Board members receive 5,000 for each Board meeting they attend. Each member of an external committee receives 120,000 for being a member. Board members receive 1,500 for each committee meeting they attend, and external members receive 3,000 for each committee meeting they attend.

## The relationship between the remuneration awarded and the applicable remuneration policy

After receiving the recommendation of the Nomination and Remuneration Committee, the relationship between the awarded remuneration and the Remuneration Policy approved by the General Assembly of the Company's shareholders was studied, and the Audit Committee did not find any fundamental deviations from the policy. The remuneration granted to members of the Board of Directors, its committee members and the senior executives has been committed to being in accordance with the endorsed Remuneration Policy.

## Board of Directors Remuneration

Remuneration of the Board of Directors (first term ended on 16 April 2025)

Names	Fixed Remunerations					Variable Remunerations					Indemnity	Total	Expense Allowance
	Fixed Remunerations	Allowance for Attending Board Meetings	In-kind Benefits	Remuneration for Technical, Managerial and Consultative Work	Remuneration of the Chairman of the Board, the Managing Director or the Secretary if a member	Total	Percentage of Profits	Periodic Bonus	Short-term Incentives plan	Long-term Incentives Plan			
<b>First: Independent Directors</b>													
Mr. Kamel Al Munajjed	88,333	5,000	-	-	-	93,333	-	-	-	-	-	-	-
Ms. Hawazen Nassief	88,333	5,000	-	-	-	93,333	-	-	-	-	-	-	-
Mr. Vincent Carton	88,333	5,000	-	-	-	93,333	-	-	-	-	-	-	-
Mr. Alexander Ivannikov	88,333	5,000	-	-	-	93,333	-	-	-	-	-	-	-
Mr. Stephen Parsons	88,333	5,000	-	-	-	93,333	-	-	-	-	-	-	-
<b>Total</b>	<b>441,665</b>	<b>25,000</b>	-	-	-	<b>466,665</b>	-	-	-	-	-	-	-
<b>Second: Non-Executive Directors</b>													
H.E. Amr Al-Dabbagh	138,888	5,000	-	-	-	143,888	-	-	-	-	-	-	-
Mr. Jamal Al-Dabbagh	88,333	5,000	-	-	-	93,333	-	-	-	-	-	-	-
Mr. Mohamed Jazeel	88,333	5,000	-	-	-	93,333	-	-	-	-	-	-	-
Mr. Ahmed Osilan	88,333	5,000	-	-	-	93,333	-	-	-	-	-	-	-
Mr. Tariq Al-Abbadi	88,333	5,000	-	-	-	93,333	-	-	-	-	-	-	-
<b>Total</b>	<b>492,220</b>	<b>25,000</b>	-	-	-	<b>517,220</b>	-	-	-	-	-	-	-
<b>Third: Executive Directors</b>													
	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net total</b>	-	-	-	-	-	-	-	-	-	-	-	-	-



### Remuneration of the Board of Directors (second term started on 17 April 2025)

Names	Fixed Remunerations					Variable Remunerations					Indemnity	Total	Expense Allowance
	Fixed Remunerations	Allowance for Attending Board Meetings	In-kind Benefits	Remuneration for Technical, Remuneration of the Chairman of the Board, the Managing Director or the Secretary if a member	Total	Percentage of Profits	Periodic Bonus	Short-term Incentives Plan	Long-term incentives plan	Shares Granted			
<b>First: Independent Directors</b>													
Mr. Kamel Al Munajjed	211,667	20,000	-	-	231,667	-	-	-	-	-	-	-	
Ms. Hawazen Nassief	211,667	20,000	-	-	231,667	-	-	-	-	-	-	-	
Mr. Vincent Carton	211,667	20,000	-	-	231,667	-	-	-	-	-	-	-	
Ms. Farha Aslam	211,644	20,000	-	-	231,644	-	-	-	-	-	-	-	
<b>Total</b>	<b>846,645</b>	<b>80,000</b>	-	-	<b>926,645</b>	-	-	-	-	-	-	-	
<b>Second: Non-Executive Directors</b>													
H.E. Amr Al-Dabbagh	361,112	20,000	-	-	381,112	-	-	-	-	-	-	-	
Mr. Jamal Al-Dabbagh	211,667	20,000	-	-	231,667	-	-	-	-	-	-	-	
Mr. Mohamed Jazeel	211,667	20,000	-	-	231,667	-	-	-	-	-	-	-	
Mr. Nadir Qureshi	211,644	20,000	-	-	231,644	-	-	-	-	-	-	-	
Ms. Shahad Najem	211,644	20,000	-	-	231,644	-	-	-	-	-	-	-	
<b>Total</b>	<b>1,207,734</b>	<b>100,000</b>	-	-	<b>1,307,734</b>	-	-	-	-	-	-	-	
<b>Third: Executive Directors</b>													
Ms. Zein Attar	211,644	20,000	-	-	231,644	-	-	-	-	-	-	-	
<b>Total</b>	<b>211,644</b>	<b>20,000</b>	-	-	<b>231,644</b>	-	-	-	-	-	-	-	
<b>Net Total</b>			-	-		-	-	-	-	-	-	-	

### Committee Members' Remuneration

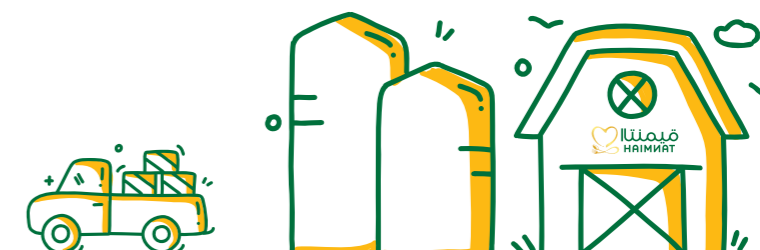
#### Remuneration of the committees' members (first term ended on 16 April 2025)

Name	Committee	Meetings Attended	Fixed Remuneration	Meetings Attendance Allowance	Total
H.E. Amr Al-Dabbagh	Environmental, Social and Governance	1	14,698	1,500	16,198
Mr. Jamal Al-Dabbagh	Audit	2	14,698	1,500	17,698
Mr. Ahmed Osilan*	Environmental, Social and Governance	1	14,698	1,500	16,198
Mr. Kamel Al Munajjed	Audit	2	29,396	1,500	32,396
Ms. Hawazen Nassief	Environmental, Social and Governance	1	14,698	1,500	16,198

Name	Committee	Meetings Attended	Fixed Remuneration	Meetings Attendance Allowance	Total
Mr. Stephen Parsons	Nomination and Remuneration/ Technical	2	29,396	1,500	32,396
Mr. Vincent Carton	Technical/Audit	3	29,396	1,500	33,896
Mr. Alexander Ivannikov	Technical	1	14,698	1,500	16,198
Mr. Mohammed Jazeel	Nomination and Remuneration/ Technical	4	44,094	1,500	50,094
Mr. Syed Zulfiqar Hamadani	Environmental, Social and Governance	1	14,698	1,500	16,198
Ms. Hayfa Abu Zabibah	Nomination and Remuneration	1	35,275	3,000	38,275
Ms. Zein Attar	Nomination and Remuneration	1	35,275	3,000	38,275
Ms. Shahad Najem	Environmental, Social and Governance	1	35,275	3,000	38,275
<b>Total</b>		<b>21</b>	<b>326,295</b>	<b>24,000</b>	<b>362,295</b>

#### Remuneration of the committees' members (second term started on 17 April 2025)

Name	Committee	Meetings Attended	Fixed Remuneration	Meetings Attendance Allowance	Total
H.E. Amr Al-Dabbagh	Environmental, Social and Governance	2	35,302	1,500	38,302
Mr. Jamal Al-Dabbagh	Audit	2	35,302	1,500	38,302
Ms. Zein Attar	Nomination and Remuneration	1	25,384	1,500	26,884
Mr. Kamel Al Munajjed	Audit	2	70,604	1,500	73,604
Mr. Mohammed Jazeel	Nomination and Remuneration/ Technical/Audit	3	70,604	1,500	75,104
Ms. Hawazen Nassief	Environmental, Social and Governance	2	35,302	1,500	38,302
Mr. Vincent Carton	Technical/Audit	4	70,604	1,500	76,604
Ms. Shahad Najem	Environmental, Social and Governance	2	35,302	1,500	38,302
Ms. Farha Aslam	Technical/Nomination and Remuneration	3	45,349	1,500	49,849
Mr. Nadir Qureshi	Nomination and Remuneration/Audit	4	70,604	1,500	76,604
Mr. Sanjay Bhattacharya		1	30,000	3,000	33,000
<b>Total</b>		<b>26</b>	<b>524,357</b>	<b>18,000</b>	<b>564,857</b>



## Senior Executives' Remuneration

The senior executives, including the Chief Executive Officer (CEO) and the Chief Financial Officer (CFO), received remuneration in 2025, according to the employment contracts signed with them. The following table illustrates details of remuneration and compensation paid to senior executives.

Senior Executives	Fixed Remunerations (ﷲ)				Variable Remunerations (ﷲ)								
	Salaries	Allowances	In-kind Benefits	Total (ﷲ)	Periodic Remunerations	Profits	Short-term Incentives Plan	Long-term Incentives Plan	Granted Shares (insert the value)	Total (ﷲ)	End-of-service Award (ﷲ)	Total Remunerations for Board Executives, if any	Aggregate Amount
<b>Total (ﷲ)</b>	<b>21,099,030</b>	<b>1,073,784</b>	<b>-</b>	<b>22,172,815</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,712,121</b>	<b>-</b>	<b>-</b>

## Dividend Distribution Policy

Pursuant to the Companies Law, each shareholder is entitled to the rights attached to the shares, including the right to receive a portion of the dividends declared in the declaration, and payment of any dividends will be recommended by the Board of Directors before being approved by the shareholders at a General Assembly meeting. The Company is under no obligation to declare dividends and any decision to do so will depend on, amongst other things, the Company's historic and anticipated earnings and cash flow, financing and capital requirements, and market and general economic conditions, the Company's Zakat position and legal and regulatory considerations. Dividend distributions may be subject to restrictions set out in the financing agreement entered into with financiers as well as any limitations contained in the bylaws and/or financing agreements in place. Dividends will be distributed in Saudi Arabian Riyals. The distribution of dividends is subject to certain limitations contained in the Company's Bylaws, as Article 45 states that after deducting all general

expenses and other costs, the Company's annual net profits shall be allocated as follows:

- 10% of the net profits will be maintained for the formation of the statutory reserve of the Company. The Ordinary General Assembly may decide to discontinue this sparing whenever the statutory reserve reaches 30% of the paid capital.
- The Ordinary General Assembly may decide to form other reserves to the extent that serves the interest of the Company or ensures the distribution of consistent profits to the shareholders as much as possible. The said assembly may deduct sums from the net profits for the establishment of social institutions for the workers of the Company or for the assistance of such existing institutions.
- The remainder shall be distributed to the shareholders, unless the Ordinary General Assembly decides otherwise. The Company may distribute interim profits semi-annually or quarterly, in accordance with the regulations of the competent authority.

## Description of any interest, contractual papers and subscription rights belonging to members of the Board of Directors and their relatives in shares or debt instruments of the Company

No.	Board Director	Start of 2025		End of 2025		Net Difference	Change Percentage
		Shares	Debt Instrument	Shares	Debt Instrument		
1.	H.E. Amr Al-Dabbagh	0	0	0	0	0	0%
2.	Mr. Jamal Al-Dabbagh	0	0	0	0	0	0%
3.	Ms. Zein Attar	0	0	0	0	0	0%
4.	Mr. Kamel Al Munajjed	0	0	0	0	0	0%
5.	Mr. Mohammed Jazeel	0	0	0	0	0	0%
6.	Ms. Hawazen Nassief	0	0	0	0	0	0%
7.	Mr. Vincent Carton	0	0	0	0	0	0%
8.	Ms. Shahad Nejaim	0	0	0	0	0	0%
9.	Ms. Farah Asalm	0	0	0	0	0	0%
10.	Mr. Nadir Qureshi	0	0	0	0	0	0%

## Description of any interest, contractual papers and subscription rights belonging to senior executives and their relatives in shares or debt instruments of the Company

No.	Executive Name	Start of 2025		End of 2025		Net Difference	Change Percentage
		Shares	Debt Instrument	Shares	Debt Instrument		
1.	Ms. Zein Attar	0	0	0	0	0	0%
2.	Mr. Syed Zulfiqar Hamadani	0	0	0	0	0	0%
3.	Mr. Irfan Jawaid Nagi	0	0	0	0	0	0%
4.	Mr. Fadi Qutaishat	0	0	0	0	0	0%
5.	Mr. Issam Issa	0	0	0	0	0	0%
6.	Mr. Ahmed Al-Sulaimani	0	0	0	0	0	0%
7.	Mr. Muhammad Abbas Khan	0	0	0	0	0	0%
8.	Mr. Marcos Delorenzo	0	0	0	0	0	0%
9.	Mr. Nirone Dissanayake	0	0	0	0	0	0%

## Related Party Transactions

The Company is a member of an affiliated group of companies which are directly or indirectly controlled by the Al-Dabbagh Group Holding Company the ultimate majority shareholder. Following is the list of related parties with whom the Group has significant transactions and balances.

	(ﷲ)	
	2024	2025
<b>Nature of Transaction Sales to:</b>		
Al-Dukan Limited Company	16,740,829	18,686,827
Supreme Foods Processing Company (Associate)	17,109,477	10,685,556
<b>Total</b>	<b>33,850,306</b>	<b>29,372,383</b>
<b>Purchases from:</b>		
Supreme Foods Processing Company (Associate)	2,249,336	3,190,913
Petrolube Oil Company	267,838	171,967
<b>Total</b>	<b>2,517,174</b>	<b>3,362,880</b>
<b>Rent paid to:</b>		
National Transportation Solutions Company	3,685,900	1,023,333
National Fuel Company	2,285,000	2,494,374
<b>Total</b>	<b>5,970,900</b>	<b>3,517,707</b>
<b>Services from:</b>		
Gulf General Cooperative Insurance Company	85,564	-
SAED International for ISTIGDAM	276,475	182,674
<b>Total</b>	<b>362,039</b>	<b>182,674</b>
<b>Payments (made)/received:</b>		
Al-Dabbagh Group Holding Company	(4,351,176)	(454,846)
<b>Total</b>	<b>(4,351,176)</b>	<b>(454,846)</b>
<b>Employee transfers in/(out):</b>		
Supreme Foods Processing Company and Perfect Foods Factory	305,825	(136,603)
<b>Total</b>	<b>305,825</b>	<b>(136,603)</b>

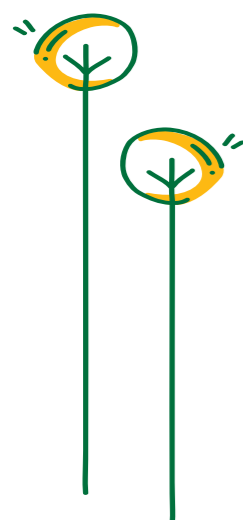
## Related Party Businesses and Contracts

No.	Related Party Name	Nature	Value	Owner % by Board Member	
				Amr Abdullah Al-Dabbagh	Jamal Abdullah Al-Dabbagh
1.	Al-Dukan Limited Company	Sale of goods	18,686,827	10.00%	10.00%
2.	SAED International for ISTIGDAM	Labor services	182,674	0%	0%
3.	Petromin Corporation	Purchase of fuel supply	0	20.00%	20.00%
4.	National Scientific Company	Purchase of lab	0	0%	0%
5.	Al-Dabbagh Holding Company	Expenses	454,846	20.00%	20.00%
6.	National Fuel Company	Service agreement for building space and admin services	2,494,374	20.00%	20.00%
7.	Petrolube Oil Company	Purchase of fuel supply	171,967	20.00%	20.00%
8.	National Transportation Solutions Company	Lease of vehicles	1,023,333	20.00%	20.00%

## Preparation of the Financial Statements

The Financial management prepares the condensed interim financial statements in the form of a draft report, and the independent auditor audits the financial statements and prepares the final report. These consolidated financial statements are prepared in accordance with the International Financial Reporting Standards (IFRS) endorsed in the Kingdom of Saudi Arabia and other standards and pronouncements issued by the Saudi Organization for Chartered and Professional Accountants (SOCPA). As part of the reporting requirements, the Company prepared condensed financial statements for each quarter of 2025 and the annual consolidated financial statements for the year ended 31 December 2025 in accordance with the IFRS endorsed in the Kingdom of Saudi Arabia and other standards and pronouncements issued by SOCPA. Tanmiah appointed Deloitte & Touche

and its partners as independent auditors after the Audit Committee submitted its recommendations to the Board of Directors to appoint them to audit the Company's accounts for the fiscal year 2025 and the first quarter of 2026. The Board of Directors requested the approval of the nomination of Deloitte & Touche and its fees during the General Assembly meeting on 10 June 2024, at which time the appointment was approved. After reviewing the financial statements for the year ended 31 December 2024, Deloitte issued an unqualified Independent Auditors' Report, expressing its opinion that the consolidated financial statements as a whole fairly present, in all material respects, the consolidated financial position of Tanmiah and its subsidiaries as of 31 December 2024, and its consolidated financial performance and consolidated cash flows for the year then ended, in accordance with the IFRS endorsed in the Kingdom of Saudi Arabia and other standards and pronouncements issued by SOCPA.



## Statutory Payments, Penalties and Sanctions

### Statutory Payments

Tanmiah Food Company has committed to pay the fees, expenses and payments as required by the regulations and provisions applicable in Saudi Arabia, and the regular government payments for fiscal year 2025 have been summarized as follows:

Entity	Description	Reason	Amount
Customs	Amounts paid or charged as customs fees on imports and exports	Government requirement	5,761,291
Social Security	Amounts paid or charged as social insurance expenses, in accordance with Saudi Labor Law	Government requirement	18,288,738
Zakat	Amounts paid as Zakat, WHT, Income Tax and VAT expenses according to the various laws	Government requirement	131,602,106
Ministry of Labor	Amounts paid for labor importation and annual iqama costs	Government requirement	23,416,048
<b>Total</b>			<b>179,068,184</b>

### Penalties and Sanctions

Entity	Penalties	Amount	Remarks
Custom fine	Penalty	679,970	
Environment	Penalty	181,000	
Modon	Penalty	5,000	
SFDA	Penalty	39,000	
Baladia Violation	Penalty	13,150	
<b>Total</b>		<b>918,120</b>	

## Loan's Indebtedness of the Company in 2025

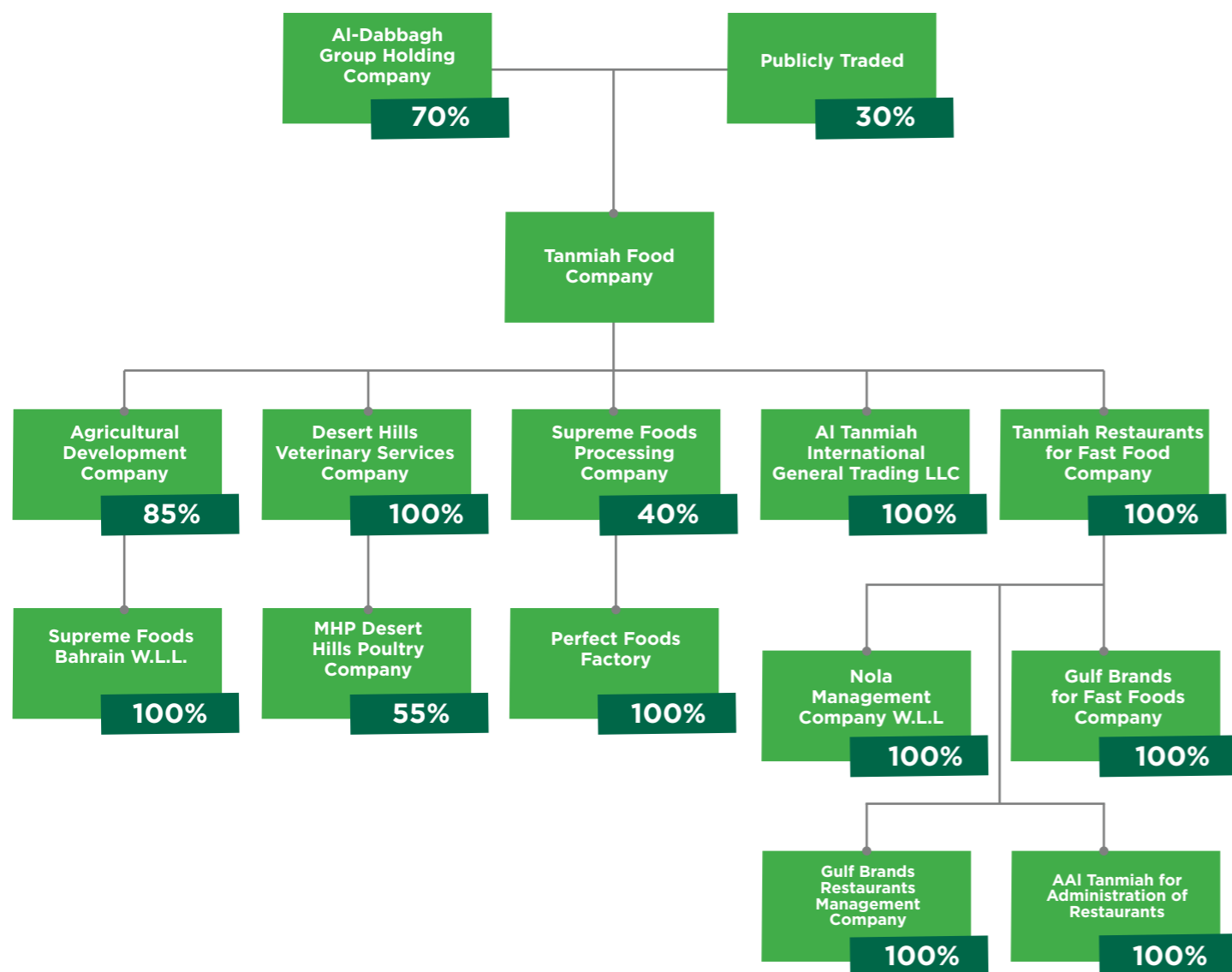
### Long-Term Borrowing

Borrowing Company	Lender	Issue Period	Issue Date*	Balance (ﷲ)
ADC	BSF	December 2025	31 December 2025	282,102,084
DHV	BSF	December 2025	31 December 2025	64,892,916
ADC	SNB	December 2025	27 November 2025	177,032,338
ADC	Rabo	December 2025	27 November 2025	111,961,965
GBFFF	KFH	December 2025	29 October 2025	15,036,000

### Short-Term Borrowing

Borrowing Company	Lender	Issue Period	Issue Date*	Balance (ﷲ)
ADC	ABC	December 2025	18 December 2025	52,115,527
ADC	alinma	December 2025	18 November 2025	35,890,593
ADC	anb	December 2025	28 December 2025	104,000,000
ADC	SAB	December 2025	24 August 2025	18,038,088
ADC	SNB	December 2025	21 December 2025	70,528,125
ADC	NBK	December 2025	27 November 2025	17,800,000
DHV	anb	December 2025	16 December 2025	34,100,000
DHV	alinma	December 2025	03 December 2025	45,293,428
DHV	GIB	December 2025	02 September 2025	5,000,000
GBFFF	KFH	December 2025	28 December 2025	9,865,117

# Tanmiah and Subsidiaries



## Direct Ownership Structure of the Company

Shareholder	Number of Shares	Nominal Value (ﷲ)	Shareholding%
Al-Dabbagh Group Holding Company	14,000,000	140,000,000	70%
Public	6,000,000	60,000,00	30%
<b>Total</b>	<b>20,000,000</b>	<b>200,000,000</b>	<b>100%</b>

## Subsidiaries

The Group's principal subsidiaries as at 31 December 2025, are listed below. These subsidiaries have capital consisting only of ordinary shares owned directly by the Company, and the proportion of ownership interests equates to the voting rights held by the Group unless otherwise stated. The country of the Group is also the principal place of business.

Subsidiary	Country of Incorporation	Ownership	Country of Operation	Capital	Activities
Agricultural Development Company Limited	Saudi Arabia	85%	Saudi Arabia	ﷲ 20,000,000	Wholesale trading in poultry products and agricultural produce
Desert Hills Veterinary Services Company	Saudi Arabia	100%	Saudi Arabia	ﷲ 1,000,000	Wholesale and retail trading in machines and equipment in the field of animal care, animal shelters, animal feed, chicks and hatching eggs, veterinary lab equipment and medicines, along with marketing and import and export of related items
Gulf Brand for Fast Foods Company	Saudi Arabia	100%	Saudi Arabia	ﷲ 1,000,000	Restaurant outlets and related seniors
Supreme Foods Bahrain W.L.L.	Kingdom of Bahrain	85%	Kingdom of Bahrain	BD 2,500	General trading
Al-Tanmiah International General Trading LLC	United Arab Emirates	100%	United Arab Emirates	AED 3,000,000	Non-operating company
Tanmiah Restaurants for Fast Food Company	Saudi Arabia	100%	Saudi Arabia	ﷲ 25,000	Restaurants with buffets, fast food activities, meal-only activities, etc.
Tanmiah Gulf Brands Restaurants Management Company	Kuwait	100%	Kuwait	KD 20,000	Non-operating company
Nola Management Company WLL	Kingdom of Bahrain	100%	Kingdom of Bahrain	BD 20,000	Non-operating company
Tanmiah Restaurants Management Company	Qatar	100%	Qatar	QR 20,000	Non-operating company



## Results of Annual Internal Audit Procedures

The Board is responsible for safeguarding the independence of the Internal Audit function. To ensure this, the Internal Audit department maintains functional reporting to the Audit Committee and administrative reporting to the Chief Executive Officer. This structure supports the independence and objectivity of the Internal Audit function. Throughout the year, the Board has taken measures to preserve the independence of Internal Audit, with no impairments to its independence identified or reported.

The Internal Audit function has operated in alignment with the Code of Ethics and professional standards established by the Institute of Internal Auditors, as well as the Company's own standards of conduct and ethics. The Board and senior management have reviewed and are satisfied with the governance, organizational structure and performance of the Internal Audit function, including the effectiveness of the Chief Audit Executive.

The Audit Committee has duly approved the annual Risk-Based Internal Audit Plan. The Committee continually monitors the execution of this plan, ensuring its timely and effective implementation by the Internal Audit department. The Internal Audit department is tasked with evaluating the adequacy, efficacy and robustness of the Company's governance, risk management and internal control

systems, subsequently presenting its findings to the Audit Committee. The Committee is also responsible for overseeing the implementation of the agreed management action items. The Audit Committee is confident in its assertion that the Company's internal control systems are operating effectively, based on the evaluations conducted by both internal and external auditors during the current fiscal year, as well as management's assurances regarding the adequacy of the Company's internal and fiscal control structures. Consistent improvement of the internal control system continues to be the primary objective of the Audit Committee and executive management. It is notable that the Board did not adopt any resolutions that contradicted the Audit Committee's recommendations in 2025.

### Audit Committees' Opinion with Respect to the Adequacy of the Company's Internal Control System

According to the periodic reports provided by the Company's management and the Audit Committee's role in overseeing the monitoring of the performance and reports of the Internal Audit department - which evaluates the adequacy, efficacy and robustness of the Company's governance, risk management and internal control processes - the Committee is unaware of any significant deficiency in the Company's internal control system or any matter requiring the attention of the General Assembly.

## Tadawal Announcements

No.	Date	Type	Title of Announcement
1.	07 January 2025	Signed a contract	Tanmiah Food Company announces the signing of a contract for the construction of 100 broiler houses
2.	14 January 2025	Signed a contract	Addendum announcement from Tanmiah Food Company regarding the recent announcement on the contract signed for the construction of 100 broiler houses
3.	03 February 2025	Opened nomination period	Tanmiah Food Company announces the opening of the nomination period for the Board of Director's membership
4.	16 February 2025	Annual financial results	Tanmiah Food Company announces its annual financial results for the period ending on 31 December 2024 (12 months)
5.	17 February 2025	Signed a memorandum	Tanmiah Food Company announces the signing of a memorandum of understanding (MoU) with Vibra Agroindustrial S.A (Vibra), one of the largest poultry producers and exporters based in Brazil
6.	03 March 2025	Signed a memorandum	Tanmiah Food Company announces the signing of an MoU with Griffith Foods, a global product development and production company specializing in customized food ingredient solutions
7.	17 March 2025	Call for a General Assembly	Tanmiah Food Company's Board invites its shareholders to attend the Ordinary General Assembly meeting (the first meeting)
8.	08 April 2025	General Assembly's results	Tanmiah Food Company announces the results of the Ordinary General Assembly meeting (the first meeting)
9.	27 April 2025	Obtained financing	Tanmiah Food Company announces that it has secured short-term Shariah-compliant credit facilities from Arab National Bank (ANB)
10.	15 May 2025	Interim financial results	Tanmiah Food Company announces its interim financial results for the period ending on 31 March 2025 (three months)
11.	15 May 2025	Distribution of cash dividend	Tanmiah Food Company announces the Board of Director's recommendation to distribute cash dividends for financial year 2024
12.	21 May 2025	Appointed Chairman	Tanmiah Food Company announces the appointment of the Chairman and Vice Chairman, and the formation of the Board committees
13.	25 May 2025	Call for a General Assembly	Tanmiah Food Company's Board invites its shareholders to attend the Ordinary General Assembly meeting the (first meeting)
14.	27 May 2025	Addendum Announcement to the Ordinary General Assembly	Addendum Announcement from Tanmiah Food Co. regarding the invitation of its shareholders to attend the Ordinary General Assembly Meeting (first meeting)
15.	16 June 2025	General Assembly's results	Tanmiah Food Company announces the results of the Ordinary General Assembly meeting (first meeting)
16.	10 August 2025	Interim financial results	Tanmiah Food Company announces its interim financial results for the period ending on 30 June 2025 (six months)
17.	25 September 2025	Obtained financing	Tanmiah Food Company announces that one of its subsidiaries, ADC, has increased its existing revolving Murabaha facility with Saudi Awwal Bank (SAB)
18.	20 October 2025	Appointed Director	Tanmiah Food Company announces the appointment of the Managing Director
19.	09 November 2025	Interim financial results	Tanmiah Food Company announces its interim financial results for the period ending on 30 September 2025 (nine months)



## Shareholders' Register

The Company requested the Shareholder Register from the Securities Depository Center Company - Edaa - 12 times during the year 2025 for the following purposes:

- Corporate action
- Holding the General Assembly

No.	Date	Request Reason
1.	02 February 2025	Corporate action
2.	27 March 2025	Corporate action
3.	07 April 2025	Holding the General Assembly
4.	30 April 2025	Corporate action
5.	29 May 2025	Corporate action
6.	30 June 2025	Corporate action
7.	31 July 2025	Corporate action
8.	01 September 2025	Holding the General Assembly
9.	30 September 2025	Corporate action
10.	30 October 2025	Corporate action
11.	01 December 2025	Corporate action
12.	31 December 2025	Corporate action

## Main Transactions, Investments and Other Events

### Important events in 2025

Date	Event
17 March 2025	Annual General Meeting of the shareholders
15 May 2025	Announcement of the financial results for the first quarter
10 August 2025	Announcement of the financial results for the second quarter
09 November 2025	Announcement of the financial results for the third quarter

## Corporate Governance Code

The Board of Directors has been keen to establish an effective governance system as an integral part of the administrative and financial systems responsible for regulating internal businesses by identifying the relationship between the Board of Directors and the General Assembly and between the Board of Directors and the executive management. The governance policies regulate businesses, transactions and relationships with various government and legislative bodies, suppliers and contractors to increase efficiency and effectiveness in realizing the Company's objectives, in a manner consistent with the Companies Law and Corporate Governance Regulations.

The governance in the Company aims to demonstrate transparency and effective

management to enhance the Company's ability to attract long-term capital and favorable financing terms, attract longer-term investors, including major institutional investors such as pension funds, unlock the relevant information that is needed by key stakeholders to make informed decisions about the Company's ability to create value in the short, medium and longer term, generate financial value, drive continuous improvement by creating accountability and fostering collaboration with stakeholders and create a deeper understanding of stakeholder needs, which could drive innovation and enhance market differentiation and competitiveness. Governance strives for the highest levels of sustainability, one of the main pillars of Tanmiah's strategy, which includes documenting its business and activities as per pertinent regulatory and legislative authorities.

## Board of Directors' Acknowledgment

As per the Corporate Governance Regulations for the year 2025 and the requirement for the Company to make a declaration regarding non-applicable or non-existent matters, the Board undertakes the following:

### Declaration/Confirmation

1. The Company prepares its financial statements in accordance with the IFRS, and there are no deviations from the accounting standards approved by the Saudi Organization for Chartered Accountants.
2. The Auditor's Report does not contain any reservations regarding the annual financial statements.
3. The Board of Directors did not recommend replacing the auditor before the end of the period for which they were appointed for the year 2025.
4. The Chairman of the Board of Directors did not receive any written request to convene an unscheduled meeting from two or more Board members during the year 2025. The Company did not receive any request to hold a General Assembly or to add one or more items to the agenda from shareholders representing at least 5% of the capital for the year 2025. Furthermore, the Board of Directors did not receive any request from the external auditor to convene the General Assembly for the year 2025.
5. The Company did not provide any loans or credit facilities to any member of the Board of Directors.

6. There were no recommendations from the Audit Committee that conflicted with the decisions of the Board of Directors, and the Board did not reject any recommendations regarding the appointment, dismissal, determination of fees or evaluation of the external auditor, nor regarding the appointment of the internal auditor during the year 2025.
7. The Board of Directors did not waive any of the Company's receivables during the year 2025, except for the arrangements disclosed in this report.
8. There are no shares or debt instruments owned by the subsidiaries.
9. There are no conversion or subscription rights under convertible debt instruments, nor any financial instruments, subscription rights or similar rights issued or granted by the Tanmiah Food Company during the year 2025.
10. There were no material conflicts of interest during the year 2025, except as disclosed.
11. There are no procedures that could obstruct shareholders' voting rights.
12. There are no treasury shares held by the Company.
13. The Board acknowledges the following:
  - The accounting records have been prepared accurately.
  - The internal control system has been properly designed and effectively implemented.
  - There are no significant doubts regarding the Company's ability to continue its operations.





TANMIAH FOOD COMPANY (A SAUDI JOINT STOCK COMPANY) Consolidated Statement of Financial Position FOR THE YEAR ENDED 31 DECEMBER 2025			
	2025	2024	
<b>ASSETS</b>			
<b>Non-current assets</b>			
Property, plant and equipment	1,139,841,547	777,250,726	
Right-of-use assets	173,913,242	189,524,191	
Intangible assets	4,649,239	5,702,474	
Financial assets at fair value through other comprehensive income	796,643	776,843	
Investment in an associate	32,800,000	87,332,300	
Deferred tax asset	-	2,620,000	
<b>Total non-current assets</b>	<b>1,548,000,671</b>	<b>1,063,206,434</b>	
<b>Current assets</b>			
Receivables	749,792,122	348,959,926	
Inventory	205,291,184	176,141,549	
Prepayments and other receivables	64,454,737	138,027,807	
Contract assets	3,961,642	20,233,674	
Trade receivables and other debtors	405,123,730	338,487,007	
Due from subsidiaries	10,000,000	86,906,426	
<b>Total current assets</b>	<b>1,549,373,435</b>	<b>1,089,756,389</b>	
<b>TOTAL ASSETS</b>	<b>3,097,374,106</b>	<b>2,152,962,823</b>	
<b>EQUITY AND LIABILITIES</b>			
<b>Equity</b>			
Share capital	1,000,000,000	800,000,000	
Reserving reserves	18,784,818	17,762,517	
Other reserves	77,977,269	73,971,260	
Equity attributable to owners of the Company	1,096,762,087	891,733,777	
Non-controlling interests	96,312,443	94,614,526	
<b>Total equity</b>	<b>1,193,074,530</b>	<b>986,348,303</b>	
<b>Non-current liabilities</b>			
Employee benefits obligations	50	91,822,486	
Other liabilities	1,326,042,740	484,637,297	
Deferred tax liability	24	1,000,000	
Other liabilities	39	186,742,246	
<b>Total non-current liabilities</b>	<b>1,326,062,603</b>	<b>663,462,029</b>	
<b>Current liabilities</b>			
Trade and other payables	27,488,091,131	452,248,916	
Contract liabilities	13	244,260,140	
Contract liabilities	13	427,281	
Accrued and other liabilities	12	200,000,000	
Other liabilities	4	53,749,128	
Deferred tax liability and current tax	24	1,824,487	
<b>Total current liabilities</b>	<b>27,515,376,952</b>	<b>697,981,472</b>	
<b>Total liabilities</b>	<b>1,326,062,603</b>	<b>663,462,029</b>	
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>3,097,374,106</b>	<b>2,152,962,823</b>	

TANMIAH FOOD COMPANY (A SAUDI JOINT STOCK COMPANY) Consolidated Statement of Profit or Loss and Other Comprehensive Income FOR THE YEAR ENDED 31 DECEMBER 2025			
	2025	2024	
<b>Revenue</b>			
Cost of revenue	-	-	
<b>Gross profit</b>			
Selling and distribution expenses	-	-	
General and administrative expenses	-	-	
Impairment loss on cash receivables	-	-	
Other income	-	-	
<b>Operating profit</b>			
Finance costs	-	-	
<b>Profit before share of results from associates and joint ventures</b>			
Share of results from associates and joint ventures	-	-	
<b>Profit before tax</b>			
Income tax expense	-	-	
<b>Profit for the year</b>			
<b>Other comprehensive income</b>			
Items that will not be reclassified to profit or loss	-	-	
Share of other comprehensive income	-	-	
Other comprehensive income	-	-	
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>			
<b>Attributable to:</b>			
Owners of the Company	-	-	
Non-controlling interests	-	-	
<b>Total comprehensive income</b>			
Owners of the Company	-	-	
Non-controlling interests	-	-	
<b>Basic and diluted profit / earnings per share</b>			
Basic	-	-	
Diluted	-	-	



## Financial Statements

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## Independent Auditor's Report

To the shareholders of Tanmiah Food Company (A Saudi Joint Stock Company)  
Riyadh, Kingdom of Saudi Arabia

### Report on the Audit of the Consolidated Financial Statements

#### Opinion

We have audited the consolidated financial statements of Tanmiah Food Company (the "Company") and its subsidiaries (together "the Group"), which comprise the consolidated statement of financial position as at 31 December 2025, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Group as of 31 December 2025, and its financial performance and its cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board ("IASB") that are endorsed in the Kingdom of Saudi Arabia and other standards and pronouncements issued by the Saudi Organisation for Chartered and Professional Accountants ("SOCPA").

#### Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing ("ISAs") as endorsed in the Kingdom of Saudi Arabia. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Company in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) as endorsed in the Kingdom of Saudi Arabia ("the Code"), as applicable to audits of financial statements of public interest entities, and we have fulfilled our other ethical responsibilities in accordance with the requirements of the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

## Independent Auditor's Report

To the shareholders of Tanmiah Food Company (A Saudi Joint Stock Company)  
Riyadh, Kingdom of Saudi Arabia

Key Audit Matter	How our audit addressed the Key Audit Matter
<p><b>Measurement and existence of breeder birds</b></p> <p>As at 31 December 2025, the Group had breeder birds with a carrying amount of ₪ 176.33 million. Breeder birds are considered to be biological assets for accounting purposes.</p> <p>IAS 41 Agriculture requires biological assets to be measured at fair value less costs to sell. IAS 41 allows entities not to measure biological assets at fair value less costs to sell where quoted market prices are not available, and alternative fair value measurements are determined to be clearly unreliable.</p> <p>Management measures the carrying amount of breeder birds by amortising the total costs incurred during the rearing phase over the anticipated productive cycle due to the short rearing phase. There is no active market for breeder birds, and no reliable fair value measurements have been identified.</p> <p>The assessment of the quantity of breeder birds at the reporting date requires management to make estimations based on the size of each farmhouse and the average density per square meter.</p> <p>We considered this to be a key audit matter because of the significance of the carrying value of biological assets as at 31 December 2025 in the context of the consolidated financial statements, the significant management estimates made and judgments applied in assessing the carrying amount of the breeder birds and the level of audit effort required.</p> <p>Refer to note 3 of the consolidated financial statements for the accounting policy, note 4 for the disclosure of critical accounting estimates and judgements and note 12 for disclosures of other matters related to breeder birds.</p>	<p>Our audit procedures included, but were not limited to, the following:</p> <ul style="list-style-type: none"> <li>• Obtained an understanding of the breeder birds' life cycle and processes followed.</li> <li>• Assessed the controls over the measurement and existence of breeder birds to determine if they had been appropriately designed and implemented.</li> <li>• Tested the methodology used by the Group to determine the carrying amounts of breeder birds and assessed the inputs, assumptions and estimates used by the Group, including the production cycle at various points by comparing them with actual historical outcomes and past trends of such inputs, assumptions and/or estimates.</li> <li>• Agreed the costs incurred related to breeder birds during the rearing phase to supporting documentation on a sample basis.</li> <li>• Assessed both the method of amortisation and the period of amortisation of the costs capitalised to breeder birds.</li> <li>• Agreed the results of management's determination of the carrying amounts of the breeder birds to the amounts reported in the consolidated financial statements.</li> <li>• Reperformed the mathematical accuracy of the calculations used to determine the carrying amounts of the breeder birds.</li> <li>• With respect to the quantities of breeder birds, we visited a sample of poultry farms and assessed the key assumptions and methodology used to determine the number of birds on hand at the reporting date.</li> <li>• Assessed the disclosures in the consolidated financial statements relating to this matter against the requirements of IFRS Accounting Standards.</li> </ul>

## Independent Auditor's Report

To the shareholders of Tanmiah Food Company (A Saudi Joint Stock Company)  
Riyadh, Kingdom of Saudi Arabia

### Other Information

Management is responsible for the other information. The other information comprises information included in the Group's 2025 Board of Directors' report (but does not include the consolidated financial statements and our auditor's report thereon), which is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated financial statements does not cover the other information, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

### Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS Accounting Standards as issued by the IASB that are endorsed in the Kingdom of Saudi Arabia and other standards and pronouncements issued by SOCPA and Regulations for Companies and the Company's By-laws and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

### Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs that are endorsed in the Kingdom of Saudi Arabia will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with ISAs that are endorsed in the Kingdom of Saudi Arabia, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than the one resulting from error, as fraud may involve collusion, forgery, intentional omission, misrepresentations, or the override of internal control.

## Independent Auditor's Report

To the shareholders of Tanmiah Food Company (A Saudi Joint Stock Company)  
Riyadh, Kingdom of Saudi Arabia

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the Group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the Group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that the matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest of such communication.

**Deloitte and Touche & Co.**  
Chartered Accountants




Abdul Rahman S. Al-Suwayegh  
License No. 461  
19 February 2026  
2 Ramadan, 1447H

TANMIAH FOOD COMPANY (A SAUDI JOINT STOCK COMPANY)  
**Consolidated Statement of Financial Position**  
FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	2025 س.ع	2024 س.ع
<b>ASSETS</b>			
<b>Non-current assets</b>			
Property, plant and equipment	5	1,128,613,557	777,219,725
Right-of-use assets	6	672,313,268	589,824,995
Intangible assets	7	9,469,209	9,102,571
Financial assets at fair value through other comprehensive income	8	773,983	773,983
Investment in an associate	9	92,920,590	87,332,502
Deferred tax asset	24	-	2,500,000
<b>Total non-current assets</b>		<b>1,904,090,607</b>	<b>1,466,753,776</b>
<b>Current assets</b>			
Inventories	11	359,318,552	349,869,958
Biological assets	12	241,271,394	195,141,340
Prepayments and other receivables	15	184,559,037	338,087,957
Contract assets	13	4,989,662	20,231,254
Trade receivables and other debtors	14	405,532,701	336,497,990
Cash and cash equivalents	16	61,699,328	88,906,826
<b>Total current assets</b>		<b>1,257,370,674</b>	<b>1,328,735,325</b>
<b>TOTAL ASSETS</b>		<b>3,161,461,281</b>	<b>2,795,489,101</b>
<b>EQUITY AND LIABILITIES</b>			
<b>Equity</b>			
Share capital	17	200,000,000	200,000,000
Statutory reserve	18	51,736,614	51,736,614
Other reserve	18	73,977,280	73,977,280
Retained earnings		289,694,003	356,303,966
<b>Equity attributable to owners of the Company</b>		<b>615,407,897</b>	<b>682,017,860</b>
Non-controlling interests	10	96,113,583	96,674,506
<b>Total equity</b>		<b>711,521,480</b>	<b>778,692,366</b>
<b>Non-current liabilities</b>			
Employee benefit obligations	19	123,801,251	111,321,495
Lease liabilities	6	576,146,792	494,607,797
Deferred tax liability	24	1,000,000	-
Borrowings	20	584,761,545	333,684,029
<b>Total non-current liabilities</b>		<b>1,285,709,588</b>	<b>939,613,321</b>
<b>Current liabilities</b>			
Borrowings	20	458,894,635	402,648,808
Trade and other payables	21	328,385,185	244,969,560
Contract liabilities	13	627,381	128,840
Accrued and other liabilities	22	252,156,196	320,707,942
Lease liabilities	6	112,748,325	88,917,014
Provision for zakat and income tax	24	11,418,491	19,811,250
<b>Total current liabilities</b>		<b>1,164,230,213</b>	<b>1,077,183,414</b>
<b>Total liabilities</b>		<b>2,449,939,801</b>	<b>2,016,796,735</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>3,161,461,281</b>	<b>2,795,489,101</b>

The accompanying notes form an integral part of these consolidated financial statements.

  
Chairman of the Board of Directors

  
Chief Executive Officer

  
Chief Financial Officer

TANMIAH FOOD COMPANY (A SAUDI JOINT STOCK COMPANY)  
**Consolidated Statement of Profit or Loss and Other Comprehensive Income**  
FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	2025 س.ع	2024 س.ع
Revenue	25	2,653,480,898	2,563,484,224
Cost of revenue	26	(2,049,649,919)	(1,909,082,019)
<b>Gross profit</b>		<b>603,830,979</b>	<b>654,402,205</b>
Selling and distribution expenses	27	(377,868,588)	(326,704,756)
General and administrative expenses	28	(142,721,694)	(146,466,467)
Impairment loss on trade receivables	14	(3,585,606)	(9,336,022)
Other income		14,351,097	14,815,059
<b>Operating profit</b>		<b>94,006,188</b>	<b>186,710,019</b>
Finance costs	29	(108,215,486)	(62,004,496)
<b>(Loss) profit before share of result from associate and zakat and income tax</b>		<b>(14,209,298)</b>	<b>124,705,523</b>
Share of results from an associate	9	5,754,268	3,244,625
<b>(Loss) profit before zakat and income tax</b>		<b>(8,455,030)</b>	<b>127,950,148</b>
Zakat and income tax	24	(6,715,410)	(17,418,239)
<b>(Loss) profit for the year</b>		<b>(15,170,440)</b>	<b>110,531,909</b>
<b>Other comprehensive (loss) income for the year</b>			
<b>Items that will not be reclassified subsequently to profit or loss:</b>			
Re-measurements of employee benefit obligations	19	(2,984,266)	2,604,692
Share of other comprehensive loss of an associate	9	(166,180)	(338,788)
Other comprehensive (loss) income for the year		(3,150,446)	2,265,904
<b>TOTAL COMPREHENSIVE (LOSS) INCOME FOR THE YEAR</b>		<b>(18,320,886)</b>	<b>112,797,813</b>
<b>(Loss) profit for the year attributable to:</b>			
Owners of the Company		(18,834,977)	95,822,173
Non-controlling interests		3,664,537	14,709,736
		<b>(15,170,440)</b>	<b>110,531,909</b>
<b>Total comprehensive (loss) income for the year attributable to:</b>			
Owners of the Company		(21,809,963)	97,633,610
Non-controlling interests	10	3,489,077	15,164,203
		<b>(18,320,886)</b>	<b>112,797,813</b>
<b>(Loss) / earnings per share attributable to owners of the Company</b>			
Basic and diluted (loss) / earnings per share	33	(0.94)	4.79

The accompanying notes form an integral part of these consolidated financial statements.

  
Chairman of the Board of Directors

  
Chief Executive Officer

  
Chief Financial Officer

TANMIAH FOOD COMPANY (A SAUDI JOINT STOCK COMPANY)

## Consolidated Statement of Changes in Equity

FOR THE YEAR ENDED 31 DECEMBER 2025

	Share Capital ﷲ	Statutory reserve ﷲ	Other reserve ﷲ	Retained earnings ﷲ	Total shareholders' equity ﷲ	Non-controlling interests ﷲ	Total Equity ﷲ
Balance at 1 January 2024	200,000,000	42,154,397	73,977,280	302,692,574	618,824,251	61,450,234	680,274,485
Profit for the year	-	-	-	95,822,173	95,822,173	14,709,736	110,531,909
Other comprehensive income	-	-	-	1,811,437	1,811,437	454,467	2,265,904
Total comprehensive income for the year	-	-	-	97,633,610	97,633,610	15,164,203	112,797,813
Zakat reimbursement by the shareholder (note 24)	-	-	-	3,559,999	3,559,999	-	3,559,999
Transfer to statutory reserve	-	9,582,217	-	(9,582,217)	-	-	-
Contribution from non-controlling interest (note 1)	-	-	-	-	-	26,810,069	26,810,069
Dividend (note 35)	-	-	-	(38,000,000)	(38,000,000)	(6,750,000)	(44,750,000)
Balance at 31 December 2024	200,000,000	51,736,614	73,977,280	356,303,966	682,017,860	96,674,506	778,692,366
(Loss) profit for the year	-	-	-	(18,834,977)	(18,834,977)	3,664,537	(15,170,440)
Other comprehensive loss	-	-	-	(2,974,986)	(2,974,986)	(175,460)	(3,150,446)
Total comprehensive (loss) income for the year	-	-	-	(21,809,963)	(21,809,963)	3,489,077	(18,320,886)
Dividend (note 35)	-	-	-	(44,800,000)	(44,800,000)	(4,050,000)	(48,850,000)
<b>Balance at 31 December 2025</b>	<b>200,000,000</b>	<b>51,736,614</b>	<b>73,977,280</b>	<b>289,694,003</b>	<b>615,407,897</b>	<b>96,113,583</b>	<b>711,521,480</b>

The accompanying notes form an integral part of these consolidated financial statements.

Chairman of the Board of Directors

Chief Executive Officer

Chief Financial Officer

TANMIAH FOOD COMPANY (A SAUDI JOINT STOCK COMPANY)

## Consolidated Statement of Cash Flows

FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	2025 ﷲ	2024 ﷲ
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
(Loss) profit before zakat and income tax		(8,455,030)	127,950,148
<b>Adjustments for:</b>			
Depreciation on property, plant and equipment	5	66,492,165	44,439,543
Depreciation on right-of-use assets	6	145,999,843	125,092,284
Amortisation of intangible assets	7	1,296,427	1,023,207
Impairment loss on financial assets	14	3,585,606	9,336,022
Provision for slow-moving inventories	11	19,355,723	6,163,509
Provision for employee benefit obligations	19	19,502,965	18,367,919
(Gain) loss on property, plant and equipment write off		(217,905)	351,766
Gain on termination of lease contracts		(47,043)	-
Interest on lease liabilities	6	43,750,848	37,566,582
Other finance costs		56,464,638	27,637,914
Exchange fluctuation loss (gain)	29	8,000,000	(3,200,000)
Government subsidy accrued during the year	15	(45,733,597)	(42,723,435)
Share of profit from an associate	9	(5,754,268)	(3,244,625)
<b>Changes in operating assets and liabilities:</b>			
Inventories		(28,804,317)	(93,254,763)
Trade receivables and other debtors		(72,620,317)	(107,009,794)
Biological assets		(46,130,054)	(51,709,716)
Contract assets		15,241,592	1,691,716
Prepayments and other receivables		159,220,515	(142,035,458)
Government subsidy received	15	44,795,651	44,791,073
Trade and other payables		83,279,022	38,651,079
Contract liabilities		498,541	(512,677)
Accrued and other liabilities		(72,336,135)	122,509,818
<b>Cash generated from operations</b>		<b>387,384,870</b>	<b>161,882,112</b>
Employee benefit obligations paid	19	(9,870,872)	(3,483,432)
Zakat and income tax paid		(13,361,818)	(11,449,110)
Finance costs paid		(52,680,249)	(23,167,298)
<b>Net cash generated from operating activities</b>		<b>311,471,931</b>	<b>123,782,272</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Payments for purchases of property, plant and equipment	5	(418,300,338)	(297,993,648)
Payments for purchases of intangibles	7	(1,663,065)	(2,229,667)
Proceeds from disposal of property, plant and equipment		632,246	25,602
<b>Net cash used in investing activities</b>		<b>(419,331,157)</b>	<b>(300,197,713)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Dividends paid	35	(48,850,000)	(44,750,000)
Lease payments	6	(166,821,615)	(156,709,265)
Short-term borrowings, net		6,610,639	97,938,793
Proceeds from long-term borrowings		346,618,340	231,000,000
Repayments of long-term borrowings		(56,905,636)	-
Contribution from non-controlling interest	1	-	26,810,069
<b>Net cash generated from financing activities</b>		<b>80,651,728</b>	<b>154,289,597</b>
<b>Net decrease in cash and cash equivalents</b>		<b>(27,207,498)</b>	<b>(22,125,844)</b>
Cash and cash equivalents at the beginning of the year	16	88,906,826	111,032,670
<b>Cash and cash equivalents at the end of the year</b>	<b>16</b>	<b>61,699,328</b>	<b>88,906,826</b>
<b>Supplemental information for non-cash information:</b>			
Right-of-use assets written off due to termination of lease contracts	6	1,365,328	-
Lease liabilities written off due to termination of lease contracts	6	1,412,371	-
Addition to right-of-use assets and lease liabilities	6	229,853,444	292,224,770
Employee benefit obligations transferred from a related party	23	25,019	322,556
Employee benefit obligations transferred to a related party	23	(161,622)	(16,731)
Zakat reimbursement from shareholder	23	-	3,559,999
Zakat reimbursement to associate	9	-	(3,559,999)

The accompanying notes form an integral part of these consolidated financial statements.

Chairman of the Board of Directors

Chief Executive Officer

Chief Financial Officer

TANMIAH FOOD COMPANY (A SAUDI JOINT STOCK COMPANY)

# Notes to the Consolidated Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2025

## 1. CORPORATE INFORMATION

Tanmiah Food Company (the "Company") is a Saudi Joint Stock Company registered under commercial registration number 1010087483. The Company's head office is located at King Fahd Rd, Ar Rahmaniya District, Riyadh 12341, Kingdom of Saudi Arabia. The Company and its various subsidiaries (collectively the "Group") are registered in the Kingdom of Saudi Arabia as well as in the United Arab Emirates ("UAE"), the Kingdom of Bahrain ("Bahrain"), the State of Kuwait ("Kuwait") and the State of Qatar ("Qatar").

The Group is principally engaged in food and agriculture business which include manufacturing, wholesale and retail trading in foodstuff, preparation of animal and poultry feeds for commercial purposes, construction of poultry farms, retail and wholesale trading in poultry equipment and restaurant outlets with related services.

At 31 December 2025 and 2024, the Company's share capital of 200 million consisted of 20 million issued and fully paid shares of 10 each.

The Group's principal subsidiaries at 31 December 2025 and 2024 are set out below. The country of incorporation is also their principal place of business.

Subsidiary	Country of incorporation	Effective ownership at 31 December 2025	Effective ownership at 31 December 2024	Principal activities
Agricultural Development Company Limited ("ADC")	Kingdom of Saudi Arabia	85%	85%	Wholesale trading in poultry products and agricultural produce
Desert Hills Veterinary Services Company Limited ("DHV")	Kingdom of Saudi Arabia	100%	100%	Wholesale and retail trading in machines and equipment in the field of animal care, animal shelters, animal feed, chicks and hatching eggs, veterinary lab equipment and medicines, along with marketing and import and export of related items.
Gulf Brand for Fast Foods Company ("GBFFC") **	Kingdom of Saudi Arabia	100%	100%	Restaurant outlets with related services
Supreme Foods Bahrain W.L.L. ("SFB") *	Kingdom of Bahrain	85%	85%	General trading
Al Tanmiah International General Trading L.L.C (Formerly Dabbagh International (UAE) (L.L.C))	United Arab Emirates (UAE)	100%	100%	Dormant company
Tanmiah Restaurants for Fast Food Company ("TRC")	Kingdom of Saudi Arabia	100%	100%	Restaurants with buffets (cafeterias), fast food activities, activities for serving meals only, etc.
Gulf Brands Restaurants Management Company ("GBRMC") **	State of Kuwait	100%	100%	Restaurant outlets with related services
Nola Management Company W.L.L. ("Nola") **	Kingdom of Bahrain	100%	100%	Restaurant outlets with related services
Al Tanmiah for Administration of Restaurants ("ATAR") **	State of Qatar	100%	100%	Dormant company
MHP Desert Hills for Poultry Company Limited ("MDP") ***	Kingdom of Saudi Arabia	55%	55%	Developing and operating poultry breeding facilities and include the establishment of a greenfield hatchery

\*SFB is a wholly owned subsidiary of ADC.

\*\* GBFFC, GBRMC, Nola and ATAR are wholly owned subsidiaries of TRC.

\*\*\* MDP is a subsidiary of DHV.

TANMIAH FOOD COMPANY (A SAUDI JOINT STOCK COMPANY)

# Notes to the Consolidated Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2025

In 2024, the Group had established a new subsidiary namely, MHP Desert Hills for Poultry Company Limited through one of its subsidiaries, Desert Hills Veterinary Services Company Limited (DHV), in partnership with MHP SE. The subsidiary is established for developing and operating poultry breeding facilities and including the establishment of a greenfield hatchery in the Kingdom of Saudi Arabia. The subsidiary's paid up share capital amounts to 59.58 million, with a 55% ownership held by the Group and 45% ownership held by the non-controlling shareholder, MHP SE. The Group's contribution to the capital is 32.77 million while the non-controlling shareholder's contribution amounts to 26.81million.

During the year the Company has signed a Memorandum of Understanding (MOU) with Griffith Foods, a global product development and production company specializing in customised food ingredient solutions. The MOU is towards entering into a supply agreement to strengthen product availability and support growth. In addition, the Company will explore establishing a joint venture in the Kingdom of Saudi Arabia and enhance halal ingredients production capabilities, including the establishment of a state-of-the-art research and development centre in Kingdom of Saudi Arabia.

During the year the Group through one of its subsidiaries has entered into an agreement with Chengdu Design & Research Institute (CDI), Republic of China to build 100 poultry broiler houses including the construction work for the preparation of infrastructure, equipment and the broiler houses buildings. The total estimated project cost is 165 million which is a long-term deferred payment plan has been agreed upon with the contractor.

## 2. APPLICATION OF NEW AND REVISED INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRSs) ISSUED

### 2.1 New and revised Standards applied with no material impact on the financial statements.

In the current year, the Company has applied the below amendments to IFRS Standards and Interpretations issued by the International Accounting Standards Board (IASB) that are effective for an annual period that begins on or after 1 January 2025. Their adoption has not had any material impact on the disclosures or on the amounts reported in these consolidated financial statements.

- Amendments to IAS 27 - The Effects of Changes in Foreign Exchange Rates titled Lack of Exchangeability

The Company has adopted the amendments to IAS 21 for the first time in the current year. The amendments specify how to assess whether a currency is exchangeable, and how to determine the exchange rate when it is not.

### 2.2 New and amended IFRSs in issue but not yet effective and not early adopted

At the date of authorisation of these consolidated financial statements, the Company has not applied the following new and revised IFRS Standards that have been issued but are not yet effective:

- Amendments to IFRS 9 and IFRS 7 - Classification and Measurement of Financial Instruments
  - clarify the requirements for the timing of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system;
  - clarify and add further guidance for assessing whether a financial asset meets the solely payments of principal and interest (SPPI) criterion;
  - add new disclosures for certain instruments with contractual terms that can change cash flows (such as some instruments with features linked to the achievement of environment, social and governance (ESG) targets); and

TANMIAH FOOD COMPANY (A SAUDI JOINT STOCK COMPANY)

## Notes to the Consolidated Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2025

- make updates to the disclosures for equity instruments designated at Fair Value through Other Comprehensive Income (FVOCI).

The amendments are effective for reporting periods beginning on or after 1 January 2026 with earlier application permitted.

- IFRS 18, 'Presentation and Disclosure in Financial Statements'  
This is the new standard on presentation and disclosure in financial statements, with a focus on updates to the statement of profit or loss. The key new concepts introduced in IFRS 18 relate to:
  - the structure of the statement of profit or loss;
  - required disclosures in the financial statements for certain profit or loss performance measures that are reported outside an entity's financial statements (that is, management-defined performance measures); and
  - enhanced principles on aggregation and disaggregation which apply to the primary financial statements and notes in general.

The new standard is effective for reporting periods beginning on or after 1 January 2027 with earlier application permitted.

- Annual Improvements to IFRS Accounting Standards – Volume 11  
Amendments to IFRS 1 First-time Adoption of International Financial Reporting Standards, IFRS 7 Financial Instruments: Disclosures and its accompanying Guidance on implementing IFRS 7, IFRS 9 Financial Instruments, IFRS 10 Consolidated Financial Statements, and IAS 7 Statement of Cash Flows.
- IFRS 19 'Subsidiaries without Public Accountability: Disclosures'  
IFRS 19 permits an eligible subsidiary defined as a subsidiary that does not have public accountability and has an ultimate or intermediate parent that produces consolidated financial statements available for public use that comply with IFRS Standards to provide reduced disclosures when applying IFRS Standards in its financial statements.

The new standard is effective for reporting periods beginning on or after 1 January 2027 with earlier application permitted.

- Amendments to IFRS 9 and IFRS 7—Contracts Referencing Nature-dependent Electricity  
The following requirements of IFRS 9 are affected by the amendments:
  - the own-use requirements in IFRS 9 are amended to include the factors an entity is required to consider when applying IFRS 9 to contracts to buy and take delivery of renewable electricity for which the source of production of the electricity is nature-dependent; and
  - the hedge accounting requirements in IFRS 9 are amended to permit an entity using a contract for nature-dependent renewable electricity with specified characteristics as a hedging instrument.

The amendments are effective for annual periods beginning on or after 1 January 2026, with earlier application permitted.

Management of the Company does not expect that the adoption of the above Standards will have a material impact on the Company's consolidated financial statements in future periods, except for IFRS 18 in which management is in the process of assessing.

TANMIAH FOOD COMPANY (A SAUDI JOINT STOCK COMPANY)

## Notes to the Consolidated Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2025

### 3. MATERIAL ACCOUNTING POLICIES

#### Basis of Preparation

These consolidated financial statements have been prepared in accordance with the International Financial Reporting Standards ("IFRS") that are endorsed in the Kingdom of Saudi Arabia and other standards and pronouncements issued by the Saudi Organisation for Chartered and Professional Accountants ("SOCPA").

The Group has elected to present a single consolidated statement of comprehensive income and presents its expenses by function. The Group reports cash flows from operating activities using the indirect method.

These consolidated financial statements have been prepared on a historical cost basis, except for the following material items in the consolidated statement of financial position:

- The employee benefit obligation, which is recognised at the present value of future obligations using the projected unit credit method.
- Biological assets, where fair value is reliably measurable, have been recognised at fair value less cost to sell.
- Equity investments at fair value through other comprehensive income ("FVOCI") are measured at fair value.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

This consolidated financial statements are presented in Saudi Riyals ("ﷻ"), which is the functional currency of all the Group entities except for Supreme Foods Bahrain ("SFB"), Gulf Brands Restaurants Management Company ("GBRMC"), Al Tanmiah International General Trading L.L.C ("ATIGT") and Nola Management Company W.L.L. ("Nola") The functional currency of SFB and Nola is Bahraini Dinar, GBRMC is Kuwaiti Dinar and ATIGT is UAE Dirham. The presentation currency of the Group is Saudi Riyals ﷻ unless otherwise stated.

#### Current vs non-current classification

The Group presents assets and liabilities in the consolidated statement of financial position based on current / non-current classification. An asset is current when it is:

- Expected to be realised or intended to be sold or consumed in normal operating cycle;
- Held primarily for the purpose of trading;
- Expected to be realised within twelve months after the reporting period; or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

The Group classifies all other assets as non-current. A liability is current when:

- It is expected to be settled in normal operating cycle;
- It is held primarily for the purpose of trading;
- It is due to be settled within twelve months after the reporting period; or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The Group classifies all other liabilities as non-current.

TANMIAH FOOD COMPANY (A SAUDI JOINT STOCK COMPANY)

## Notes to the Consolidated Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2025

The principal accounting policies adopted are set out below.

### Going concern

The directors have, at the time of approving the consolidated financial statements, a reasonable expectation that the Group have adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the consolidated financial statements.

### Basis of consolidation

The consolidated financial statements incorporate the financial statements of the Group and entities controlled by the Group (its subsidiaries) made up to 31 December each year. Control is achieved when the Group:

- has power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- has the ability to use its power to affect its returns.

The Group reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

When the Group has less than a majority of the voting rights of an investee, it considers that it has power over the investee when the voting rights are sufficient to give it the practical ability to direct the relevant activities of the investee unilaterally. The Group considers all relevant facts and circumstances in assessing whether or not the Group's voting rights in an investee are sufficient to give it power, including:

- the size of the Group's holding of voting rights relative to the size and dispersion of holdings of the other vote holders;
- potential voting rights held by the Group, other vote holders or other parties;
- rights arising from other contractual arrangements; and
- any additional facts and circumstances that indicate that the Group has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous shareholders' meetings.

Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit or loss and other comprehensive income from the date the Group gains control until the date when the Group ceases to control the subsidiary.

When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies.

All significant intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated on consolidation.

Non-controlling interests in subsidiaries are identified separately from the Group's equity therein. Those interests of non-controlling shareholders that are present ownership interests entitling their holders to a proportionate share of net assets upon liquidation may initially be measured at fair value or at the non-controlling interests' proportionate share of the fair value of the acquiree's identifiable net assets. The choice of measurement is made on an acquisition-by-acquisition basis. Other non-controlling interests are initially measured at fair value.

TANMIAH FOOD COMPANY (A SAUDI JOINT STOCK COMPANY)

## Notes to the Consolidated Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2025

Subsequent to acquisition, the carrying amount of non-controlling interests is the amount of those interests at initial recognition plus the non-controlling interests' share of subsequent changes in equity.

Profit or loss and each component of other comprehensive income are attributed to the owners of the Group and to the non-controlling interests. Total comprehensive income of subsidiaries is attributed to the owners of the Group and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

Changes in the Group's interests in subsidiaries that do not result in a loss of control are accounted for as equity transactions. The carrying amount of the Group's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the Group.

When the Group loses control of a subsidiary, a gain or loss on disposal is recognised in profit or loss is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the previous carrying amount of the assets (including goodwill), less liabilities of the subsidiary and any non-controlling interests. All amounts previously recognised in other comprehensive income in relation to that subsidiary are accounted for as if the Group had directly disposed of the related assets or liabilities of the subsidiary (i.e., reclassified to profit or loss or transferred to another category of equity as specified/permitted by applicable IFRSs). The fair value of any investment retained in the former subsidiary at the date when control is lost is regarded as the fair value on initial recognition for subsequent accounting under IFRS 9 when applicable, or the cost on initial recognition of an investment in an associate or a joint venture.

### Investments in associates

An associate is an entity over which the Group has significant influence and that is neither a subsidiary nor an interest in a joint venture. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

The results and assets and liabilities of associates are incorporated in these financial statements using the equity method of accounting, except when the investment, is classified as held for sale, in which case it is accounted for in accordance with IFRS 5.

Under the equity method, an investment in an associate is recognised initially in the consolidated statement of financial position at cost and adjusted thereafter to recognise the Group's share of the profit or loss and other comprehensive income of the associate. When the Group's share of losses of an associate or a joint venture exceeds the Group's interest in that associate (which includes any long-term interests that, in substance, form part of the Group's net investment in the associate or joint venture), the Group discontinues recognising its share of further losses. Additional losses are recognised only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the associate.

An investment in an associate is accounted for using the equity method from the date on which the investee becomes an associate. On acquisition of the investment in an associate, any excess of the cost of the investment over the Group's share of the net fair value of the identifiable assets and liabilities of the investee is recognised as goodwill, which is included within the carrying amount of the investment. Any excess of the Group's share of the net fair value of the identifiable assets and liabilities over the cost of the investment, after reassessment, is recognised immediately in consolidated statement of profit or loss and other comprehensive income in the period in which the investment is acquired.

TANMIAH FOOD COMPANY (A SAUDI JOINT STOCK COMPANY)

## Notes to the Consolidated Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2025

The requirements of IAS 36 are applied to determine whether it is necessary to recognise any impairment loss with respect to the Group's investment in an associate. When necessary, the entire carrying amount of the investment (including goodwill) is tested for impairment in accordance with IAS 36 as a single asset by comparing its recoverable amount (higher of value in use and fair value less costs of disposal) with its carrying amount. Any impairment loss recognised is not allocated to any asset, including goodwill that forms part of the carrying amount of the investment. Any reversal of that impairment loss is recognised in accordance with IAS 36 to the extent that the recoverable amount of the investment subsequently increases.

When a group entity transacts with an associate of the Group, profits and losses resulting from the transactions with the associate are recognised in the Group's consolidated financial statements only to the extent of interests in the associate that are not related to the Group.

### Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable, taking into account contractually defined terms of payment and excluding taxes and discount. Revenue is recognised to the extent it is probable that the economic benefits will flow to the Group and the revenue and costs, can be measured reliably.

The Group recognised revenue from contracts with customers based on a five-step model as set out in IFRS 15:

Step 1. Identify contract(s) with a customer: A contract is defined as an agreement between two or more parties that creates enforceable rights and obligations and sets out the criteria for every contract that must be met.

Step 2. Identify performance obligations in the contract: A performance obligation is a promise in a contract with a customer to transfer a good or service to the customer.

Step 3. Determine the transaction price: The transaction price is the amount of consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

Step 4. Allocate the transaction price to the performance obligations in the contract: For a contract that has more than one performance obligation, the Group allocates the transaction price to each performance obligation in an amount that depicts the amount of consideration to which the Group expects to be entitled in exchange for satisfying each performance obligation.

Step 5. Recognise revenue when (or as) the Group satisfies a performance obligation.

The Group satisfies a performance obligation and recognises revenue over time, if one of the following criteria is met:

- a) The Group's performance does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.
- b) The Group's performance creates or enhances an asset that the customer controls as the asset is created or enhanced.
- c) The customer simultaneously receives and consumes the benefits provided by the Group's performance as the Group performs.

TANMIAH FOOD COMPANY (A SAUDI JOINT STOCK COMPANY)

## Notes to the Consolidated Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2025

For performance obligations where none of the above conditions are met, revenue is recognised at the point in time at which the performance obligation is satisfied.

When the Group satisfies a performance obligation by delivering the promised goods or services it creates a contract-based asset on the amount of consideration earned by the performance. Where the amount of consideration received from a customer exceeds the amount of revenue recognised this gives rise to a contract liability.

### Sale of goods

Revenue from sale of goods is recognised when customers obtain control of products when the goods are delivered to and have been accepted at their premises. Invoices are generated and revenue is recognised at that point in time. Credit invoices are usually payable within 30 – 90 days. An Invoice is generated and recognised as revenue net of applicable discounts and rebates which relate to the items sold. No customer loyalty points are offered to customers and therefore there is no deferred revenue to be recognised for the items sold.

### Construction of poultry farms

Revenue recognition from the construction of poultry farm will occur over time, measured based on the percentage of completion method as the customer obtains control of each asset, i.e. separately identifiable performance obligation. A performance obligation is a distinct good or service within a contract that customer can benefit on a stand-alone basis. For the Group's contracts, a performance obligation typically means delivery and installation of a single unit. Percentage of completion is defined as the proportion of an individual performance obligation's cost incurred to date from the total estimated costs for that particular performance obligation. If the services rendered by the Group exceed the billing, a contract asset is recognised. If the billing exceeds the services rendered, a contract liability is recognised.

For contracts that permit the customer to return an item, under IFRS 15 revenue is recognised to the extent that it is probable that a significant reversal in the amount of cumulative revenue recognised will not occur. Therefore, the amount of revenue recognised is adjusted for expected returns, which are estimated based on the historical data. The related liability is recorded in 'other payables' under "accrued and other liabilities".

### Restaurant revenue

Revenue is recognised upon rendering of services and based on billings for meals and other services rendered to guests and are stated net of discount.

### Leases

#### The Group as lessee

The Group assesses whether contract is or contains a lease, at inception of the contract. The Group recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets (such as tablets and personal computers, small items of office furniture and telephones). For these leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses its incremental borrowing rate.

TANMIAH FOOD COMPANY (A SAUDI JOINT STOCK COMPANY)

## Notes to the Consolidated Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2025

The incremental borrowing rate depends on the term, currency and start date of the lease and is determined based on a series of inputs including: the risk-free rate based on government bond rates; a country-specific risk adjustment; a credit risk adjustment based on bond yields; and an entity-specific adjustment when the risk profile of the entity that enters into the lease is different to that of the Group and the lease does not benefit from a guarantee from the Group.

Lease payments included in the measurement of the lease liability comprise:

- fixed lease payments (including in-substance fixed payments), less any lease incentives receivable;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options, if the lessee is reasonably certain to exercise the options; and
- payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The lease liability is presented as a separate line item in the consolidated statement of financial position.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The Group re-measures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- the lease term has changed or there is a significant event or change in circumstances resulting in a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.
- the lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using an unchanged discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used).
- a lease contract is modified, and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

The Group did not make any such adjustments during the periods presented.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Whenever the Group incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under IAS 37. To the extent that the costs relate to a right-of-use asset, the costs are included in the related right-of-use asset, unless those costs are incurred to produce inventories.

The right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use of

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asset reflects that the Company expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The right-of-use of assets are presented as a separate line in the consolidated statement of financial position.

The Group applies IAS36 to determine whether a right-of-use asset is impaired and accounts for an identified impairment loss as described in the 'Property, plant and equipment' policy.

Variable rents that do not depend on an index or rate are not included in the measurement of the lease liability and the right-of-use asset. The related payments are recognised as an expense in the period in which the event or condition that triggers those payments occurs and are included in the line 'Other expenses' in the statement of profit or loss.

As a practical expedient, IFRS16 permits a lessee not to separate non-lease components, and instead account for any lease and associated non-lease components as a single arrangement. The Group has not used this practical expedient. For contracts that contain a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

### Foreign currencies

In preparing the financial statements of the Group entities, transactions in currencies other than the entity's functional currency (foreign currencies) are recognised at the rates of exchange prevailing on the dates of the transactions. At each reporting date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rates prevailing at that date. Non-monetary items carried at fair value that are denominated in foreign currencies are translated at the rates prevailing at the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Exchange differences are recognised in profit or loss in the period in which they arise except for:

- exchange differences on foreign currency borrowings relating to assets under construction for future productive use, which are included in the cost of those assets when they are regarded as an adjustment to interest costs on those foreign currency borrowings;
- exchange differences on transactions entered into to hedge certain foreign currency risks; and
- exchange differences on monetary items receivable from or payable to a foreign operation for which settlement is neither planned nor likely to occur in the foreseeable future (therefore forming part of the net investment in the foreign operation), which are recognised initially in other comprehensive income and reclassified from equity to profit or loss on disposal or partial disposal of the net investment.

For the purpose of presenting consolidated financial statements, the assets and liabilities of the Group's foreign operations are translated at exchange rates prevailing on the reporting date. Income and expense items are translated at the average exchange rates for the period, unless exchange rates fluctuate significantly during that period, in which case the exchange rates at the date of transactions are used. Exchange differences arising, if any, are recognised in other comprehensive income and accumulated in a separate component of equity (attributed to non-controlling interests as appropriate).

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On the disposal of a foreign operation (i.e. a disposal of the Group's entire interest in a foreign operation, or a disposal involving loss of control over a subsidiary that includes a foreign operation or a partial disposal of an interest in a joint arrangement or an associate that includes a foreign operation of which the retained interest becomes a financial asset), all of the exchange differences accumulated in a separate component of equity in respect of that operation attributable to the owners of the Company are reclassified to profit or loss.

In addition, in relation to a partial disposal of a subsidiary that includes a foreign operation that does not result in the Group losing control over the subsidiary, the proportionate share of accumulated exchange differences is re-attributed to non-controlling interests and are not recognised in profit or loss. For all other partial disposals (i.e. partial disposals of associates or joint arrangements that do not result in the Group losing significant influence or joint control), the proportionate share of the accumulated exchange differences is reclassified to profit or loss.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and translated at the closing rate. Exchange differences arising are recognised in other comprehensive income.

### Government grants

Grants from the government are recognised at fair value which represents amounts receivable from the Government where there is a reasonable assurance that the grant will be received and the Group will comply with all attached conditions. The Group receives government grants on the basis of production volume and dressed weight of broiler chickens. Accordingly, the Group accrues the grant and receives on a periodical basis. Note 15 provides further information on how the group accounts for government grants.

### Employee benefits

#### Retirement benefit costs and termination benefits

For defined retirement benefit plans, the cost of providing benefits is determined using the projected unit credit method, with actuarial valuations being carried out at the end of each annual reporting period. Re-measurement, comprising actuarial gains and losses is reflected immediately in the statement of financial position with a charge or credit recognised in other comprehensive income in the period in which they occur. Re-measurement recognised in other comprehensive income is reflected immediately in retained earnings and will not be reclassified to profit or loss. Past service cost is recognised in profit or loss in the period of a plan amendment. Net interest is calculated by applying the discount rate at the beginning of the period to the net defined benefit liability or asset. Defined benefit costs are categorised as follows:

- service cost (including current service cost, past service cost, as well as gains and losses on curtailments and settlements);
- net interest expense or income; and
- re-measurement.

Curtailment gains and losses are accounted for as past service costs.

The retirement benefit obligation recognised in the statement of financial position represents the actual deficit or surplus in the Group's defined benefit plans. Any surplus resulting from this calculation is limited to the present value of any economic benefits available in the form of refunds from the plans or reductions in future contributions to the plans.

A liability for a termination benefit is recognised at the earlier of when the entity can no longer withdraw the offer of the termination benefit and when the entity recognises any related restructuring costs.

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### Short-term and other long-term employee benefits

A liability is recognised for benefits accruing to employees in respect of wages and salaries, annual leave and sick leave in the period the related service is rendered at the undiscounted amount of the benefits expected to be paid in exchange for that service.

Liabilities recognised in respect of short-term employee benefits are measured at the undiscounted amount of the benefits expected to be paid in exchange for the related service.

Liabilities recognised in respect of other long-term employee benefits are measured at the present value of the estimated future cash outflows expected to be made by the Group in respect of services provided by employees up to the reporting date.

### Retirement benefits

Retirement benefits made to funded defined contribution plans in respect of its Saudi, Bahrain, UAE and Kuwait employees, are expensed when incurred.

### Zakat and taxes

#### Zakat and income tax

The Group is subject to the Regulations of the General Authority of Zakat, Tax and Customs Authority ("ZATCA") in the Kingdom of Saudi Arabia. Zakat and income tax are provided on an accrual basis. In the financial statements of wholly owned subsidiaries, zakat is provided as an expense and included in the statement of profit and loss and other comprehensive income, while in the financial statements of companies with foreign participation, zakat and income tax are included in the statement of profit and loss and other comprehensive income. Zakat is computed on the zakat base, while income tax is computed on adjusted net income which is not exempt from tax. Any difference in the accrual is recorded when the final assessment is approved, at which time the provision is cleared. The zakat charge in the consolidated financial statements represents the zakat for the Company and its subsidiaries. The income tax and zakat charge, assessable on the minority shareholders, is included as part of non-controlling interests.

#### Deferred tax

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax liabilities and assets are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realised, based on tax rates (and the laws) that have been enacted or substantively enacted by the end of the reporting period.

#### Value added tax

Expenses and assets are recognised net of the amount of value added tax ("VAT"), except:

- When the VAT incurred on a purchase of assets or services is not recoverable from the ZATCA, in which case, the VAT is recognised as part of the cost of acquisition of the asset or as part of the expense item, as applicable.

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- When receivables and payables are stated with the amount of VAT included. The net amount of VAT recoverable from, or payable to, the ZATCA is included as part of receivables or payables in the statement of financial position.

### Property, plant and equipment

Property, plant and equipment are stated at historical cost less accumulated depreciation and impairment losses, if any, except freehold land and capital work in progress, which are stated at cost. Historical cost includes expenditure that is directly attributable to the acquisition of the items including borrowing costs. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the asset to a working condition for its intended use, and the costs of dismantling and removing the items and restoring the site on which they are located. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment. Where major components of an item of property, plant and equipment have different useful lives, they are accounted for as separate items of property, plant and equipment.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to the statement of profit or loss and other comprehensive income during the financial period in which they are incurred.

Disposal of asset is recognised when significant risks and rewards incidental to ownership have been transferred to buyers. Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the statement of profit or loss and other comprehensive income.

Depreciation is charged to the statement of profit or loss and other comprehensive income using the straight-line method whereby the cost of an operating asset less its estimated residual value is written off over its estimated useful life. Depreciation on addition is charged from the month in which the asset is available for use and on disposals up to the month of disposal. Depreciation method, useful lives and residual values are reviewed annually.

The following useful lives are used in the calculation of depreciation:

	Useful life in years
Buildings	20
Leasehold improvements	3 - 15
Machinery and equipment	4 - 15
Motor vehicles	4 - 6.67
Furniture and fixtures	6.67

Capital work-in-progress is stated at cost less impairment losses, if any, and is not depreciated until the asset is brought into commercial operations and available for intended use.

Capital work-in-progress is not depreciated. Depreciation only commences when the assets are capable of operating in the manner intended by management, at which point they are transferred to the appropriate asset category.

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### Borrowing cost

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

### Intangible assets

Intangible assets acquired separately are measured at cost upon initial recognition. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses, if any.

The useful lives of intangible assets are assessed to be either finite or indefinite. Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at each financial year-end.

Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset, are accounted for by changing the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in the consolidated statement of comprehensive income in the expense category consistent with the function of the intangible asset.

Intangible assets, consists of computer software and franchise fees, are recorded at cost, net of accumulated amortisation and impairment losses, if any. Intangible assets are amortised on a straight-line basis as follows:

	Useful life
Software	10 years
Franchise fees	5 - 20 years

An intangible asset is derecognised on disposal, or when no future economic benefits are expected from use or disposal. Gains or losses arising from derecognition of an intangible asset, measured as the difference between the net disposal proceeds and the carrying amount of the asset, are recognised in profit or loss when the asset is derecognised.

### Impairment of tangible and intangible assets

At the end of each reporting period, the Group reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). When it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs. When a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

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Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment at least annually, and whenever there is an indication that the asset may be impaired.

Recoverable amount is the higher of fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as revaluation decrease and to the extent that the impairment loss is greater than the related revaluation surplus, the excess impairment loss is recognised in profit or loss.

When an impairment loss subsequently reverses, the carrying amount of the asset (or a cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in consolidated statement of profit or loss and other comprehensive income, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

### Inventories

Inventories are stated at the lower of cost and net realisable value. The cost includes import duties, non-refundable taxes, transport and handling costs and any other directly attributable costs less trade discounts, rebates and similar items. Costs are assigned to individual items of inventory on the basis of weighted average costs except for the poultry meats and other food stuff and finished goods inventory for which cost is determined on the basis of standard cost.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and estimated selling expenses. The amount of any write-down of inventories to net realisable value and all losses of inventories shall be recognised as an expense in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories, arising from an increase in net realisable value, shall be recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

### Cash and cash equivalents

For the purposes of the consolidated statement of cash flows, cash and cash equivalents include cash in hand, bank balances and deposits with original maturities of three-months or less, if any.

### Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. When a provision is measured using the cash flows estimated to settle the

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present obligation, its carrying amount is the present value of those cash flows (when the effect of the time value of money is material).

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

### Biological assets

Biological assets include parent chicken (breeder birds), hatchery eggs and broilers which are grouped according to their physical state, transformational capacity, as well as their particular stage in the production process. The Group capitalises the costs relating to the biological transformation of biological assets (subsequent expenditure).

### Breeder birds

The Group uses cost method of valuation since fair value cannot be measured reliably as the Group's breeder birds have no market value and there is no active market for the similar assets available in the Kingdom of Saudi Arabia livestock industry. Accordingly, there is no alternative fair value measurement which can be relied upon.

The cost of breeder birds is amortised over a period of 35 weeks from the week they start to lay eggs based on the egg laying pattern. The cost of parent chickens, determined on the basis of the weekly average expenditure, comprises purchase of the Day Old Chicks ("DOC"), expenses incurred in bringing the DOC's to the farm and expenses incurred in rearing and maintaining the breeders until they start to lay eggs.

### Hatchery eggs

The value of hatchery egg stock is based on fair value. The fair value measurements for the hatchery eggs have been categorised as Level 3 fair values based on the inputs to the valuation techniques used, as there are no active markets for the hatchery eggs. Costs incurred relating to the production of eggs are capitalised during its growing cycle. Any material fair value adjustment is applied to the cumulative capitalised cost thereof. The fair value adjustment of eggs is determined as the price difference between the sum total of the capitalised cost at point of sale and the price at which the hatching eggs are sold in the external market.

### Broilers

Broilers are stated at fair value less cost to sell. The fair value measurements for the broilers have been recognised as Level 3 fair values based on the inputs to the valuation techniques used. Cost to sell includes all cost that would be necessary to sell the broilers.

### General and administrative expenses

General and administrative expenses include direct and indirect costs not specifically part of cost of sales. Allocations between general and administrative expenses and cost of sales, when required, are made on a consistent basis.

### Selling and distribution expenses

Selling and distribution expenses principally consist of costs incurred in the distribution and selling of the Group's products and services. All other expenses are classified as general and administrative expenses.

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### Financial instruments

#### Classification of financial assets

The Group classifies its financial assets under the following categories:

- Fair value through profit or loss (FVTPL);
- Fair value through other comprehensive income (FVOCI); and
- Amortised cost.

These classifications are on the basis of business model of the Group for managing the financial assets, and contractual cash flow characteristics.

The Group measures financial asset at amortised cost when it is within the business model to hold assets in order to collect contractual cash flows, and contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

For assets measured at fair value, gains and losses will be recorded either in profit or loss or other comprehensive income.

#### Initial measurement

At initial recognition, financial assets or financial liabilities are measured at their fair value. Transaction costs of financial assets carried at fair value through profit or loss are expensed in consolidated statement of comprehensive income. In the case of financial assets or financial liabilities not at fair value through profit or loss, its fair value plus or minus transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability is the initial recognition amount. Trade receivables are recognised initially at the amount of consideration that is unconditional, unless they contain significant financing components when they are recognised at fair value.

#### Classification of financial liabilities

The Group designates a financial liability at fair value through profit or loss if doing so eliminates or significantly reduces measurement or recognition inconsistency or where a group of financial liabilities is managed and its performance is evaluated on a fair value basis.

All other financial liabilities are subsequently measured at amortised cost using the effective interest rate method.

#### Offsetting financial assets and liabilities

Financial assets and liabilities are offset so that the net amount is reported in the consolidated statement of financial position where the Group currently has a legally enforceable right to offset the recognised amounts, and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

#### Reclassifications

Financial assets are reclassified when the Group changes its business model for managing financial assets. For example, when there is a change in management's intention to hold the asset for a short-term or long-term. Financial liabilities are not reclassified.

#### Subsequent measurement

Subsequent measurement of financial assets is as follows:

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### Debt instruments

**Amortised cost:** Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is included in finance income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in consolidated statement of comprehensive income and presented in other gains (losses), together with foreign exchange gains and losses. Impairment losses are presented as separate line item in the consolidated statement of comprehensive income.

**FVOCI:** Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest revenue and foreign exchange gains and losses which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in other gains (losses). Interest income from these financial assets is included in finance income using the effective interest rate method.

Foreign exchange gains and losses are presented in other gains (losses) and impairment expenses are presented as separate line item in the consolidated statement of comprehensive income.

**FVTPL:** Assets that do not meet the criteria for amortised cost or FVOCI are measured at FVTPL. A gain or loss on a debt investment that is subsequently measured at FVTPL is recognised in consolidated statement of comprehensive income and presented net within other gains (losses) in the period in which it arises

### Equity instruments

**FVOCI:** The Group subsequently measures all equity investments at fair value. Where the Group's management has elected to present fair value gains and losses on equity investments in OCI, there is no subsequent reclassification of fair value gains and losses to consolidated statement of comprehensive income following the derecognition of the investment. Dividends from such investments continue to be recognised in the consolidated statement of comprehensive income as other income when the Group's right to receive payments is established. On disposal of these equity investments, any related balance within the FVOCI reserve is reclassified to retained earnings.

Impairment losses (and reversal of impairment losses) on equity investments measured at FVOCI are not reported separately from other changes in fair value.

### De-recognition

The Group derecognises a financial asset when, and only when the contractual rights to the cash flows from financial asset expire, or it transfers substantially all the risks and rewards of ownership of the financial asset.

Financial liabilities are derecognised when the obligations specified in the contract is discharged, cancelled or expires. A substantial change in the terms of a debt instrument is considered as an extinguishment of the original liability and the recognition of a new financial liability.

The Group accounts for substantial modification of terms of an existing liability or part of it as an extinguishment of the original financial liability and the recognition of a new liability. It is assumed that the terms are substantially different if the discounted present value of the cash flows under the new terms, including any fees paid net of any fees received and discounted using the original effective rate is at least 10 per cent different from the discounted present value of the remaining cash flows of the original financial liability. If the modification is not substantial, the difference between: (1) the carrying amount of the liability

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before the modification; and (2) the present value of the cash flows after modification is recognised in profit or loss as the modification gain or loss within other gains and losses.

### Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired includes observable data about the following events:

- (a) significant financial difficulty of the issuer or the borrower;
- (b) a breach of contract, such as a default or past due event (see (ii) above);
- (c) the lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession(s) that the lender(s) would not otherwise consider;
- (d) it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation; or
- (e) the disappearance of an active market for that financial asset because of financial difficulties.

### Financial guarantee contracts

Financial guarantee contracts are recognised as a financial liability at the time the guarantee is issued. The liability is initially measured at fair value and subsequently at the higher of:

- the amount determined in accordance with the expected credit loss model under IFRS 9 Financial Instruments; and
- the amount initially recognised less, where appropriate, the cumulative amount of income recognised in accordance with the principles of IFRS 15 Revenue from Contracts with Customers.

The fair value of financial guarantees is determined based on the present value of the difference in cash flows between the contractual payments required under the debt instrument and the payments that would be required without the guarantee, or the estimated amount that would be payable to a third party for assuming the obligations.

### Impairment of financial assets

The Group assesses on a forward-looking basis the expected credit losses associated with its financial assets carried at amortised cost and financial guarantee contracts. The impairment methodology applied depends on whether there has been a significant increase in credit risk. Note 32 details how the Group determines impairment methodology for trade and other receivables and financial guarantee contracts.

For trade receivables, the Group applies the simplified approach permitted by IFRS 9, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

### Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in consolidated statement of comprehensive income over the period of the borrowings using the effective interest method. Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the drawdown occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity services and amortised over the period of the facility to which it relates.

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Borrowings are removed from the consolidated statement of financial position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any noncash assets transferred or liabilities assumed, is recognised in consolidated statement of comprehensive income as other income or finance costs.

Borrowings are classified as current liabilities unless the group has an unconditional right to defer settlement of the liability for at least 12 months after the reporting period

### Trade payables

Trade payables are obligations to pay for goods and services that have been acquired in the ordinary course of business from suppliers. Trade payables are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at fair value and subsequently measured at amortised cost using effective interest rate.

### Trade receivables

Trade receivables are amounts due from customers for goods sold or services performed in the ordinary course of business. They are generally due for settlement within 30-90 days and therefore are all classified as current. Trade receivables are recognised initially at the amount of consideration that is unconditional unless they contain significant financing components, when they are recognised at fair value. The Group holds the trade receivables with the objective to collect the contractual cash flows and therefore measures them subsequently at amortised cost. Refer Financial Instruments policy for a description of the Group's impairment policies.

### Earnings per share

The Group presents basic and diluted earnings per share (EPS) data for its ordinary shares. Basic EPS is calculated by dividing net profit or loss attributable to owners of the company by the weighted average number of ordinary shares outstanding during the period, adjusted for own shares held. Diluted EPS is determined by adjusting the net profit or loss attributable to owners of the Company and the weighted average number of ordinary shares outstanding, adjusted for own shares held, for the effects of all dilutive potential ordinary shares.

### Segmental reporting

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components. All operating segments' operating results are reviewed regularly by the Chief Executive Officer who makes decisions about resources to be allocated to the segment and to assess its performance, and for which discrete financial information is available.

Segment results include items directly attributable to a segment as well as those that can be allocated on a reasonable basis and are reported to the Chief Executive Officer, being Chief Operating Decision Maker of the Group.

### Dividends

Dividends are recorded in the consolidated financial statements in the period in which they are approved by shareholders of the Company.

TANMIAH FOOD COMPANY (A SAUDI JOINT STOCK COMPANY)

## Notes to the Consolidated Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2025

### 4. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Group's accounting policies, which are described in note 3, the management of the Group are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that, period, or in the period of the revision and future periods if the revision affects both current and future periods.

#### Critical judgements in applying accounting policies

In the process of applying the Group's accounting policies, which are described in note 3, management has made the following critical judgement that has the most significant effect on the amounts recognised in the consolidated financial statements.

#### Biological assets

As described in note 3, the Group uses the cost method of valuation for breeder birds since the fair value cannot be measured reliably as the Group's breeder birds have no market value and there is no active market for the similar assets available in the Kingdom of Saudi Arabia livestock industry. Accordingly, there is no alternative fair value measurement which can be relied upon.

Further, the cost of breeder birds is amortised over a period of 35 weeks from the week they start to lay eggs based on the egg laying pattern.

#### Key sources of estimation uncertainty

The following are the key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting period that may have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

#### Biological assets

Biological assets are required to be measured at fair value less cost to sell from the initial recognition of such biological assets up to the point of harvest. Due to absence of an active live broiler market in the Kingdom of Saudi Arabia and lack of observable market data, management has used certain significant assumptions in arriving at the fair valuation of biological assets at each reporting date. See note 12 for the significant assumptions taken and limitations encountered in determining the fair value of the broiler birds and hatchery eggs.

#### Right-of-use assets and lease liabilities

The lease liabilities are measured at the discounted value of lease payments, using the incremental borrowing rate as the interest rate implicit in the lease cannot be readily determined, which is generally the case for leases in the Group. Incremental borrowing rate is the rate that the Group would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

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To determine the incremental borrowing rate, the Group uses recent third-party financing offers received by the Group as a starting point, adjusted to reflect changes in financing conditions.

#### Long-term assumptions for employees' benefits

Post-employment defined benefits, end-of-service benefits and indemnity payments represent obligations that will be settled in the future and require assumptions to project obligations and fair values of plan assets, if any. Management is required to make further assumptions regarding variables such as discount rates, rate of salary increase, mortality rates and employment turnover. Periodically, management of the Group consults with external actuaries regarding these assumptions. Changes in key assumptions can have a significant impact on the projected benefit obligations and/or periodic employee defined benefit costs incurred.

The discount rate is set by reference to market yields at the end of the reporting period on high quality corporate bonds. Significant assumptions are required to be made when setting the criteria for bonds to be included in the population from which the yield curve is derived. The most significant criteria considered for the selection of bonds include the issue size of the corporate bonds, quality of the bonds and the identification of outliers which are excluded.

#### Calculation of loss allowance

When measuring ECL the Company uses reasonable and supportable forward looking information, which is based on assumptions for the future movement of different economic drivers and how these drivers will affect each other.

Loss given default is an estimate of the loss arising on default. It is based on the difference between the contractual cash flows due and those that the lender would expect to receive, taking into account cash flows from collateral and integral credit enhancements.

Probability of default constitutes a key input in measuring ECL. Probability of default is an estimate of the likelihood of default over a given time horizon, the calculation of which includes historical data, assumptions and expectations of future conditions.

#### Property and equipment

The Company reviews appropriateness of the rate of depreciation, useful life and residual value used in the calculation of depreciation. Further, where applicable, an estimate of recoverable amount of assets is made for possible impairment on an annual basis.

The management tests annually whether there are any indicators that the property and equipment have impairment in accordance with accounting policies stated in note 3. The recoverable amount of an asset is determined based on value-in-use method. This method uses estimated cash flow projections over the estimated useful life of the asset discounted using market rates.

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### 5. PROPERTY, PLANT AND EQUIPMENT

	Land س	Buildings س	Leasehold improve- ments س	Machinery and equipment س	Motor Vehicles س	Furniture and fixtures س	Capital work-in- progress س	Total س
<b>Cost</b>								
At 1 January 2024	48,098,837	83,766,095	63,260,589	285,152,574	16,974,923	4,939,168	261,668,479	763,860,665
Additions	5,550,000	6,394	16,126,101	47,031,674	4,080,407	233,555	224,965,517	297,993,648
Transfers	1,575,000	1,211,069	29,079,307	31,613,097	-	4,126,091	(67,604,564)	-
Transfer to intangible asset (note 7)	-	-	-	-	-	-	(1,127,700)	(1,127,700)
Disposals	-	-	(423,344)	(724,350)	(149,000)	(680)	-	(1,297,374)
At 31 December 2024	55,223,837	84,983,558	108,042,653	363,072,995	20,906,330	9,298,134	417,901,732	1,059,429,239
Additions	6,782,503	36,244	3,442,804	34,980,412	5,503,400	422,352	367,132,623	418,300,338
Transfers	-	122,917,716	4,246,297	173,781,034	-	802,045	(301,747,092)	-
Reclassification	-	12,675,000	(12,675,000)	-	-	-	-	-
Disposals / write off	-	-	(721,189)	(3,798,852)	(8,650,398)	-	-	(13,170,439)
<b>At 31 December 2025</b>	<b>62,006,340</b>	<b>220,612,518</b>	<b>102,335,565</b>	<b>568,035,589</b>	<b>17,759,332</b>	<b>10,522,531</b>	<b>483,287,263</b>	<b>1,464,559,138</b>
<b>Accumulated depreciation</b>								
At 1 January 2024	-	42,777,181	25,392,510	151,306,278	16,819,297	2,394,711	-	238,689,977
Depreciation charge	-	2,648,098	8,810,957	31,947,709	314,080	718,699	-	44,439,543
Disposals	-	-	(74,444)	(695,882)	(149,000)	(680)	-	(920,006)
At 31 December 2024	-	45,425,279	34,129,023	182,558,105	16,984,377	3,112,730	-	282,209,514
Depreciation charge	-	5,584,108	12,923,864	44,989,353	1,761,982	1,232,858	-	66,492,165
Reclassification	-	205,598	(205,598)	-	-	-	-	-
Disposals / Write off	-	-	(326,989)	(3,778,711)	(8,650,398)	-	-	(12,756,098)
<b>At 31 December 2025</b>	<b>-</b>	<b>51,214,985</b>	<b>46,520,300</b>	<b>223,768,747</b>	<b>10,095,961</b>	<b>4,345,588</b>	<b>-</b>	<b>335,945,581</b>
<b>Net book value</b>								
<b>At 31 December 2025</b>	<b>62,006,340</b>	<b>169,397,533</b>	<b>55,815,265</b>	<b>344,266,842</b>	<b>7,663,371</b>	<b>6,176,943</b>	<b>483,287,263</b>	<b>1,128,613,557</b>
<b>At 31 December 2024</b>	<b>55,223,837</b>	<b>39,558,279</b>	<b>73,913,630</b>	<b>180,514,890</b>	<b>3,921,953</b>	<b>6,185,404</b>	<b>417,901,732</b>	<b>777,219,725</b>

Capital work-in-progress represents costs incurred on construction of feed mill, expansion of the current capacity of the processing plant, purchase of processing plant, hatchery expansion and restaurant expansion.

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Depreciation charge for the year has been allocated as follows:

	Note	2025 س	2024 س
Cost of sales	26	55,592,335	35,541,286
Selling and distribution expenses	27	8,714,306	7,572,230
General and administrative expenses	28	2,185,524	1,326,027
		<b>66,492,165</b>	<b>44,439,543</b>

Borrowing costs included in the cost of qualifying assets during the year amounted to س 17.7 million (2024: س 12.5 million) and are computed by applying a capitalisation rate of 5.8% per annum (2024: 6.3% per annum).

### 6. LEASES

The Group leases various accommodations, warehouses, buildings, poultry processing plants, farms, vehicles and offices. Rental contracts are typically made for fixed periods of 2 to 18 years. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes.

At 31 December 2025 and 2024, the Group did not have any lease contracts classified as right-of-use asset that are variable in nature. As at 31 December 2025 and 2024 no lease contracts contain extension options exercisable solely by the Group before the end of the non-cancellable contract period. The Group does not provide residual value guarantees in relation to any of its leases.

#### Right-of-use assets:

	Vehicles س	Land and Building س	Total س
<b>2025</b>			
<b>Cost</b>			
At 1 January 2025	145,760,145	745,139,059	890,899,204
Additions	33,963,029	195,890,415	229,853,444
Write off on completion of lease	(421,040)	(2,809,788)	(3,230,828)
Write off on termination of lease	(19,600,780)	(15,093,358)	(34,694,138)
<b>At 31 December 2025</b>	<b>159,701,354</b>	<b>923,126,328</b>	<b>1,082,827,682</b>
<b>Accumulated depreciation</b>			
At 1 January 2025	84,412,468	216,661,741	301,074,209
Depreciation for the year	32,769,051	113,230,792	145,999,843
Write off on completion of lease	(153,454)	(1,712,046)	(1,865,500)
Write off on termination of lease	(19,600,780)	(15,093,358)	(34,694,138)
<b>At 31 December 2025</b>	<b>97,427,285</b>	<b>313,087,129</b>	<b>410,514,414</b>
<b>Net book value</b>			
<b>At 31 December 2025</b>	<b>62,274,069</b>	<b>610,039,199</b>	<b>672,313,268</b>

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2024	Vehicles ﷲ	Land and Building ﷲ	Total ﷲ
<b>Cost</b>			
At 1 January 2024	143,801,228	502,052,032	645,853,260
Additions	25,928,202	266,296,568	292,224,770
Write off on completion of lease	(23,969,285)	(23,209,541)	(47,178,826)
<b>At 31 December 2024</b>	<b>145,760,145</b>	<b>745,139,059</b>	<b>890,899,204</b>
<b>Accumulated depreciation</b>			
At 1 January 2024	78,010,474	145,150,277	223,160,751
Depreciation for the year	30,371,279	94,721,005	125,092,284
Write off on completion of lease	(23,969,285)	(23,209,541)	(47,178,826)
<b>At 31 December 2024</b>	<b>84,412,468</b>	<b>216,661,741</b>	<b>301,074,209</b>
<b>Net book value</b>			
<b>At 31 December 2024</b>	<b>61,347,677</b>	<b>528,477,318</b>	<b>589,824,995</b>

### Lease liabilities:

	2025 ﷲ	2024 ﷲ
At 1 January	583,524,811	410,442,724
Additions	229,853,444	292,224,770
Write off	(1,412,371)	-
Lease payments	(166,821,615)	(156,709,265)
	645,144,269	545,958,229
Interest (note 29)	43,750,848	37,566,582
<b>At 31 December</b>	<b>688,895,117</b>	<b>583,524,811</b>

Lease liabilities are presented in the consolidated statement of financial position as follows:

	2025 ﷲ	2024 ﷲ
Current	112,748,325	88,917,014
Non-current	576,146,792	494,607,797
	<b>688,895,117</b>	<b>583,524,811</b>

### Maturity analysis:

	2025 ﷲ	2024 ﷲ
Not later than one year	112,748,325	88,917,014
Later than 1 year and not later than 5 years	299,125,502	269,744,092
Later than 5 years	277,021,290	224,863,705
	<b>688,895,117</b>	<b>583,524,811</b>

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Depreciation charge on right-of-use assets for the year has been allocated as follows:

	Note	2025 ﷲ	2024 ﷲ
Cost of sales	26	107,257,724	92,412,640
Selling and distribution expenses	27	35,662,272	29,490,211
General and administrative expenses	28	3,079,847	3,189,433
		<b>145,999,843</b>	<b>125,092,284</b>

During the year, the Group has terminated a few lease contracts and the resultant lease liabilities and right-of-use assets were written off and a net gain of ﷲ 0.04 million was realised in the consolidated statement of comprehensive income.

The Group enters in short term leases for certain properties and the expense recognised in the consolidated statement of profit or loss and other comprehensive income amounts to ﷲ 34.4 million (2024: ﷲ 28.41 million) (notes 26, 27 and 28).

## 7. INTANGIBLE ASSETS

	Computer Software ﷲ	Franchise fees ﷲ	Total ﷲ
<b>Cost</b>			
At 1 January 2024	14,993,962	4,724,915	19,718,877
Additions	90,000	2,139,667	2,229,667
Transfer from property, plant and equipment (note 5)	-	1,127,700	1,127,700
At 31 December 2024	15,083,962	7,992,282	23,076,244
Additions	180,000	1,483,065	1,663,065
<b>At 31 December 2025</b>	<b>15,263,962</b>	<b>9,475,347</b>	<b>24,739,309</b>
<b>Accumulated amortisation</b>			
At 1 January 2024	12,303,606	646,860	12,950,466
Amortisation charge	405,722	617,485	1,023,207
At 31 December 2024	12,709,328	1,264,345	13,973,673
Amortisation charge	426,246	870,181	1,296,427
<b>At 31 December 2025</b>	<b>13,135,574</b>	<b>2,134,526</b>	<b>15,270,100</b>
<b>Net book value</b>			
<b>At 31 December 2025</b>	<b>2,128,388</b>	<b>7,340,821</b>	<b>9,469,209</b>
At 31 December 2024	2,374,634	6,727,937	9,102,571

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## Notes to the Consolidated Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2025

### 8. FINANCIAL ASSETS AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME

#### Classification of financial assets at fair value through other comprehensive income

Financial assets at fair value through other comprehensive income (FVOCI) comprise equity securities which are not held for trading, and which the Group has irrevocably elected at initial recognition to recognise in this category. These are strategic investments and the Group considers this classification to be more relevant.

#### Equity investments at fair value through other comprehensive income

	2025 ﷲ	2024 ﷲ
<b>Unlisted securities:</b>		
Alexandria Copenhagen Company	773,983	773,983

Alexandria Copenhagen Company is a closed joint stock company registered under commercial registration number 11638 in Alexandria, Egypt. The Company is principally engaged in the production of dairy and meat products which includes raising livestock.

#### Fair value and risk exposure

Information about the methods and assumptions used in determining fair value is provided in note 32.

### 9. INVESTMENT IN AN ASSOCIATE

The Group maintains a 40% ownership in Supreme Foods Processing Company ("SFPC"). The Group by virtue of its contractual right to appoint two out of the five directors to the board of directors has been assessed to have significant influence in SFPC and classified it as an associate.

SFPC is in the manufacturing and preparation of various types of meat products and operates in the Kingdom of Saudi Arabia and United Arab Emirates.

#### Movements in investment in associate is as follows:

	2025 ﷲ	2024 ﷲ
Balance at 1 January	87,332,502	80,866,666
Share in income	5,754,268	3,244,625
Share in other comprehensive loss	(166,180)	(338,788)
Zakat reimbursement	-	3,559,999
<b>Balance at 31 December</b>	<b>92,920,590</b>	<b>87,332,502</b>

Summarised financial information in respect of the Group's associate is set out below. The summarised financial information below represents amounts shown in the associate's financial statements.

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### SFPC

	2025 ﷲ	2024 ﷲ
Current assets	289,471,544	274,389,061
Non-current assets	125,770,048	140,097,879
Current liabilities	197,761,631	210,924,194
Non-current liabilities	69,048,068	69,416,607

	2025 ﷲ	2024 ﷲ
Revenue for the year	572,324,571	461,310,542
Profit before zakat and income tax for the year	16,419,333	15,329,891
Profit after zakat and income tax for the year	14,701,203	11,078,057
Other comprehensive loss for the year	(415,449)	(846,969)
<b>Total comprehensive income for the year</b>	<b>14,285,754</b>	<b>10,231,088</b>
<b>Group's share of total comprehensive income for the year</b>	<b>5,588,088</b>	<b>2,905,837</b>

Reconciliation of the above summarised financial information to the carrying amount of the interest in SFPC recognised in the consolidated financial statements is presented below:

	2025 ﷲ	2024 ﷲ
Net assets of the associate, gross of income tax, net of zakat	149,979,293	136,009,073
Proportion of the Group's ownership interest	40%	40%
Share of the Group's interest	59,991,717	54,403,629
Goodwill	32,928,873	32,928,873
<b>Carrying amount of the Group's interest in the associate as at December 31</b>	<b>92,920,590</b>	<b>87,332,502</b>

### 10. NON-CONTROLLING INTERESTS

Details of non-wholly owned subsidiaries that have material non-controlling interests:

Name of subsidiary	Total comprehensive income allocated to non-controlling interests		Accumulated non-controlling interests	
	2025 ﷲ	2024 ﷲ	2025 ﷲ	2024 ﷲ
Agricultural Development Company Limited	1,828,599	18,708,009	71,186,842	73,408,243
MHP Desert Hills for Poultry Company Limited	1,660,478	(3,543,806)	24,926,741	23,266,263
<b>Balance at 31 December</b>	<b>3,489,077</b>	<b>15,164,203</b>	<b>96,113,583</b>	<b>96,674,506</b>

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### Agricultural Development Company Limited:

	2025 س.م	2024 س.م
Revenue	2,108,318,641	2,042,913,302
Expenses	(2,066,189,865)	(1,917,351,402)
Profit for the year attributable to the owner of the Group	40,111,814	107,315,470
Profit for the year attributable to the non-controlling interest	2,016,960	18,246,430
Other comprehensive (loss) income for the year attributable to the owner of the Group	(1,067,378)	2,615,612
Other comprehensive (loss) income for the year attributable to the non-controlling interest	(188,361)	461,579
Total comprehensive income attributable to owner of the Group	39,044,436	109,931,082
Dividends paid to NCI	(4,050,000)	(6,750,000)
Total comprehensive income attributable to non-controlling interest	1,828,599	18,708,009
Net cash inflow from operating activities	329,704,611	67,286,819
Net cash outflow from investing activities	(393,729,216)	(247,031,760)
Net cash inflow from financing activities	69,883,713	132,409,867
Net cash (outflow) inflow	5,859,108	(47,335,074)

### MHP Desert Hills for Poultry Company Limited

	2025 س.م	2024 س.م
Revenue	192,488,519	75,966,288
Expenses	(189,396,785)	(84,193,681)
Profit (loss) for the period attributable to the owner of the Group	1,444,157	(4,690,698)
Profit (loss) for the period attributable to the non-controlling interest	1,647,577	(3,536,694)
Other comprehensive income (loss) for the period attributable to the owner of the Group	15,767	(8,693)
Other comprehensive income (loss) for the period attributable to the non-controlling interest	12,901	(7,112)
Total comprehensive loss attributable to owner of the Group	1,459,924	(4,699,391)
Dividends paid to NCI	-	-
Total comprehensive income (loss) period attributable to non-controlling interest	1,660,478	(3,543,806)
Net cash outflow from operating activities	14,604,365	(47,353,240)
Net cash outflow from investing activities	(1,210,581)	(11,966,989)
Net cash outflow from financing activities	(13,467,499)	59,577,931
Net cash outflow	(73,715)	(257,702)

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## Notes to the Consolidated Financial Statements

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### 11. INVENTORIES

	2025 س.م	2024 س.م
Raw materials	147,430,882	164,839,546
Poultry meats and other food items	73,258,367	63,518,922
Animal health products	63,594,113	63,972,680
Packaging materials	16,984,349	15,162,497
Spare parts	34,894,364	25,262,090
Equipment for sale	24,463,322	14,722,993
Other	25,135,439	18,639,581
	385,760,836	366,118,309
Less: provision for slow-moving inventories	(26,442,284)	(16,248,351)
	<b>359,318,552</b>	<b>349,869,958</b>

Amounts of inventories recognised as expense during the year are disclosed in note 26.

Movement in provision for slow-moving inventories is as follows:

	2025 س.م	2024 س.م
Opening balance	16,248,351	14,178,645
Provision for the year	19,355,723	6,163,509
Write-offs	(9,161,790)	(4,093,803)
<b>Closing balance</b>	<b>26,442,284</b>	<b>16,248,351</b>

### 12. BIOLOGICAL ASSETS

	2025 س.م	2024 س.م
Opening balance	195,141,340	143,431,624
Addition	1,502,814,603	1,438,756,121
Amortisation	(158,324,768)	(146,102,956)
Transfers to inventories	(1,298,359,781)	(1,240,943,449)
<b>Closing balance</b>	<b>241,271,394</b>	<b>195,141,340</b>
<b>Categories of biological assets:</b>		
Breeder birds - rearing & production	176,325,186	115,524,985
Hatchery eggs	21,340,973	42,894,560
Broiler birds	43,605,235	36,721,795
	<b>241,271,394</b>	<b>195,141,340</b>

As at 31 December 2025, the Group had 15.5 million broiler birds (2024: 18 million broiler birds). Further, 178.9 million broiler birds were slaughtered during the year ended 31 December 2025 (2024: 159.4 million broiler birds were slaughtered).

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As at 31 December 2025 the Group had 2.7 million breeder birds and 18.8 million hatchery eggs (2024: 2.4 million breeder birds and 30.5 million hatchery eggs).

The fair value measurements for the broiler birds and hatchery eggs have been categorised as Level 3 in the fair value hierarchy based on the inputs to the valuation techniques used. Valuation techniques and significant unobservable inputs used for valuation of biological assets are as below:

Biological assets	Valuation technique	Significant unobservable inputs	Inter-relationship between key unobservable inputs and fair value measurement
Live broiler birds	The valuation model considers the average weight of bird, mortality and the estimated selling price less cost to sell including the additional cost required to bring the birds as ready to sell (i.e. feed cost, medicines and overheads).	<ul style="list-style-type: none"> <li>Mortality of birds</li> <li>Average weight of birds</li> <li>Processing loss</li> <li>Sales price of fully-grown bird less cost to sell.</li> </ul>	<p>The estimated fair value would increase/ (decrease) if:</p> <ul style="list-style-type: none"> <li>Mortality was lower/ (higher).</li> <li>Average weight of birds higher/ (lower).</li> <li>Processing loss was lower/ (higher)</li> </ul> <p>Selling price of fully-grown bird less cost to sell was higher/ (lower).</p>
Hatchery eggs	The valuation model considers the hatchability and actual selling price less cost to sell including the additional cost required to bring the eggs as ready to sell (i.e. overhead and vaccine cost).	<ul style="list-style-type: none"> <li>Hatchability of the eggs</li> </ul>	<p>The estimated fair value would increase/ (decrease) if the hatchability was higher/ (lower).</p>

The Group's finance department includes a team that performs valuations of the Group's biological assets for financial reporting purposes, including level 3 fair values. This team reports directly to the Group Chief Financial Officer (CFO). Discussions of valuation processes and results are held between the CFO and the valuation team at least once every three months.

The main level 3 inputs used by the Group are derived and evaluated as follows:

- Mortality rate and processing loss of the broiler birds have been determined based on the historical rate and environmental factors.
- The broilers birds grow at different rates and there can be a considerable spread in the quality and weight of broilers that affects the price achieved. An average weight is assumed for the slaughter of broiler bird that are not yet at marketable weight.
- Hatchability rate of the eggs have been determined based on the historical rate and environmental factors.
- Hatchery eggs before incubation can be sold at a uniform price that does not fluctuate materially since the quality and weight of the eggs is not relevant at the stage of hatchery.

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### 13. ASSETS AND LIABILITIES RELATED TO CONTRACTS WITH CUSTOMERS

The Group has recognised the following assets related to contracts with customers:

	2025 ﷲ	2024 ﷲ
Contract assets relating to the construction of poultry farms	4,989,662	20,231,254
Contract liabilities relating to the construction of poultry farms	627,381	128,840

Contracts for construction of poultry farms are for a period of one year or less and are billed based on work performed.

### 14. TRADE RECEIVABLES AND OTHER DEBTORS

	Note	2025 ﷲ	2024 ﷲ
Trade receivables		387,189,694	299,692,769
Due from related parties	23	46,802,755	63,197,610
		433,992,449	362,890,379
Less: provision for impairment of trade receivables		(28,459,748)	(26,392,389)
		<b>405,532,701</b>	<b>336,497,990</b>

Due from related parties as at 31 December 2025 comprises of trade receivables amounting to ﷲ 38.4 million (2024: ﷲ 55.2 million) and other receivables amounting to ﷲ 8.4 million (2024: ﷲ 8.0 million).

Trade receivables and other debtors are non-derivative financial assets carried at amortised cost and are generally on terms of 30 to 90 days. The carrying value may be affected by changes in the credit risk of the counterparties. It is not the practice of the Group to obtain collateral over third party trade receivables and these are, therefore, unsecured. The vast majority of the Group's trade receivables are concentrated in the Kingdom of Saudi Arabia. As at 31 December 2025, five largest customers accounted for 29.9% (2024: 31%) of the outstanding trade receivables. The Group holds trade receivables with the objective of collecting the contractual cash flows and therefore measure them subsequently at amortised cost. Due to short-term nature of the trade receivables and other debtors their carrying amounts are considered to approximate their fair values.

The Group writes-off financial assets, in whole or in part, when it has exhausted all practical recovery efforts and has concluded there is no reasonable expectation of recovery.

Trade receivables written-off during the year ended 31 December 2025 and 2024 are not subject to enforcement activity.

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Movement in provision for impairment of trade receivables and other debtors is as follows:

	2025 س.م	2024 س.م
Opening balance	26,392,389	17,104,367
Additions	3,585,606	9,336,022
Write-offs	(1,518,247)	(48,000)
<b>Closing balance</b>	<b>28,459,748</b>	<b>26,392,389</b>

The following table provides information about the exposure to credit risk and ECLs for trade receivables from external customers:

31 December 2025	Weighted average loss rate	Gross carrying amount س.م	Loss Allowance س.م
Current (not past due)	0.39%	212,265,662	832,087
1-90 days past due	0.74%	128,167,805	944,863
91-180 days past due	16.72%	18,772,297	3,139,429
181-270 days past due	17.91%	3,902,266	698,710
271-360 days past due	46.39%	2,104,389	976,295
More than 360 days past due	97.13%	3,799,216	3,690,305
Specific provision	100.00%	18,178,059	18,178,059
	<b>7.35%</b>	<b>387,189,694</b>	<b>28,459,748</b>

31 December 2024	Weighted average loss rate	Gross Carrying Amount س.م	Loss Allowance س.م
Current (not past due)	0.63%	190,590,999	1,202,885
1-90 days past due	1.28%	79,316,308	1,014,471
91-180 days past due	45.11%	3,660,072	1,651,071
181-270 days past due	34.29%	1,297,784	444,993
271-360 days past due	49.49%	578,346	286,222
More than 360 days past due	67.12%	7,472,067	5,015,554
Specific provision	100.00%	16,777,193	16,777,193
	<b>8.81%</b>	<b>299,692,769</b>	<b>26,392,389</b>

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### 15. PREPAYMENTS AND OTHER RECEIVABLES

	2025 س.م	2024 س.م
Advances to suppliers	116,028,969	249,443,922
Prepaid expenses	33,076,847	38,013,419
Other receivables	20,363,382	37,877,566
Employee receivables	5,721,775	6,076,581
Government subsidy receivable	7,614,415	6,676,469
Prepaid income tax (note 24)	1,753,649	-
	<b>184,559,037</b>	<b>338,087,957</b>

Government subsidy, employee receivables and other receivables are generally settled within 12 months from the reporting date. Hence, their carrying amount is considered to be the same as fair value.

Movement in government subsidy receivable during the year is as follows:

	2025 س.م	2024 س.م
Opening balance	6,676,469	8,744,107
Additions	45,733,597	42,723,435
Collections	(44,795,651)	(44,791,073)
<b>Closing balance</b>	<b>7,614,415</b>	<b>6,676,469</b>

### 16. CASH AND CASH EQUIVALENTS

	2025 س.م	2024 س.م
Cash at banks	56,015,194	83,549,237
Cash in hand	5,684,134	5,357,589
	<b>61,699,328</b>	<b>88,906,826</b>

The cash is held in current accounts with banks having sound credit ratings and does not carry any mark-up. The carrying value at each reporting date is estimated to be the same as their fair value.

### 17. SHARE CAPITAL

At 31 December 2025 and 2024, the Company's share capital of س.م 200 million consisted of 20 million issued and fully paid shares of س.م 10 each. Also, see note 1.

### 18. RESERVES

#### Statutory reserve

In accordance with the By-laws of the Company, the Company is required to transfer 10% of the profit for the year to a statutory reserve until it equals to 30% of its share capital. The reserve is not available for distribution to the shareholders of the Company.

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### Other reserve

The gain resulting from disposal of share in a subsidiary where in the Group continues to exercise control over the respective subsidiary.

### 19. EMPLOYEE BENEFIT OBLIGATIONS

The Group operates a defined benefit plan in line with the labour law requirements in the Kingdom of Saudi Arabia, and Kingdom of Bahrain, UAE and State of Kuwait where the Group operates. The end of service benefit payments under the plan are based on the employees' final salaries and allowances and their cumulative years of service at the date of their termination of employment, as defined by the conditions stated in the labour laws of the Kingdom of Saudi Arabia and Kingdom of Bahrain, UAE and State of Kuwait. Employees' end of service benefit plans are unfunded plans and the benefit payment obligations are met by the Group when they fall due upon termination of employment.

	2025 س.ع	2024 س.ع
Opening balance	111,321,495	98,735,875
Current service cost	14,206,495	13,756,820
Interest cost	5,296,470	4,611,099
Employee benefit obligations transferred from a related party	25,019	322,556
Employee benefit obligations transferred to a related party	(161,622)	(16,731)
Actuarial loss (gain) on the obligation	2,984,266	(2,604,692)
Benefits paid	(9,870,872)	(3,483,432)
<b>Closing balance</b>	<b>123,801,251</b>	<b>111,321,495</b>

Amounts recognised in the consolidated statement of comprehensive income related to employee benefit obligations are as follows:

	2025 س.ع	2024 س.ع
Current service cost	14,206,495	13,756,820
Interest cost	5,296,470	4,611,099
Total amount recognised in consolidated profit or loss	19,502,965	18,367,919
Effect of changes in actuarial assumptions	2,984,266	(2,604,692)
<b>Total amount recognised in consolidated statement of comprehensive income</b>	<b>22,487,231</b>	<b>15,763,227</b>

Principal assumptions used in determining employee benefit obligation for the Group are as follows:

	2025 س.ع	2024 س.ع
Discount rate	4.85%	4.65%
Future salary increase rate	3.5%	3.30%

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A reasonable possible change in the discount rate will result in (decrease) or increase in the profit or loss as follows:

	2025 س.ع	2024 س.ع
0.5% increase in discount rate	5,000,446	4,129,996
0.5% decrease in discount rate	(4,411,383)	(4,178,159)

A reasonable possible change in the salary growth rate will result in (decrease) or increase in the profit or loss as follows:

	2025 س.ع	2024 س.ع
0.5% increase in salary escalation rate	(4,144,211)	(4,494,140)
0.5% decrease in salary escalation rate	4,790,887	4,458,786

The expected maturity analysis of undiscounted employee benefit obligations is as follows:

	2025 س.ع	2024 س.ع
1 - 5 years	77,540,448	67,916,950
Over 5 years	74,157,138	73,290,411

### 20. BORROWINGS

	2025 س.ع	2024 س.ع
<b>Non-current</b>		
Long-term bank Islamic loans	651,025,304	350,312,600
Less: Current portion of long-term bank loan	(66,263,759)	(16,628,571)
	<b>584,761,545</b>	<b>333,684,029</b>
<b>Current</b>		
Short-term bank Islamic loans*	392,630,876	386,020,237
Current portion of long-term	66,263,759	16,628,571
	<b>458,894,635</b>	<b>402,648,808</b>

\* See note 36 for supplier finance arrangement.

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Borrowings consist of floating rate loans denominated in the following currencies:

	2025 ﷲ	2024 ﷲ
Saudi Riyal	906,793,097	589,567,508
Euro	111,961,966	119,312,600
USD	24,901,117	27,452,729
	<b>1,043,656,180</b>	<b>736,332,837</b>

The Group has short-term Islamic loan facilities from commercial banks of ﷲ 1,628 million (2024: ﷲ 1,276 million). The unused balance of these facilities as at 31 December 2025 amounted to ﷲ 1,099 million (2024: ﷲ 677 million). These facilities bear finance costs at market rates, which are generally based on Saudi Arabian Inter Bank Offered Rate ("SAIBOR") and Secured Overnight Financing Rate ("SOFR"). Short-term Islamic facilities are collateralised by promissory notes signed by the borrowing entities of the Group and corporate guarantees from the Company to its subsidiaries. The short-term Islamic loans contain certain financial covenants to be complied with during the term of the loan and as at 31 December 2025 the Group companies are in compliance with the financial covenants, except for one bank for which a formal waiver has been obtained.

In 2022, the Group obtained a long-term Murabaha facility of EURO 48 million (ﷲ 211.2 million) through its subsidiary for the purpose of building a new plant. The loan carries interest charge at EURIBOR plus 1.75% and the repayment in semi-annual equal instalments starting from May 2025 over a period of seven years. As at 31 December 2025 the Group has drawn EURO 30 million (2024: EURO 30 million) of the total facility amount and repaid EURO 4.28 million. The Murabaha loan agreement contains a financial covenant to be complied with during the term of the loan and, as at 31 December 2025, this covenant was not met; however, a formal waiver has been obtained from the bank.

In 2023, the Group obtained a long-term Tawarroq facility of ﷲ 450 million from a commercial bank to support the capital expenditures to be incurred in the subsidiaries. The loan carries profit mark-up of SAIBOR plus 1.5% and the repayment in ten semi-annual equal instalments of ﷲ 45 million each will start after two years from the drawdown date. As at 31 December 2025 the Group has drawn ﷲ 385.5 million (2024: ﷲ 217 million) from the said facility amount and repaid ﷲ 38.55 million. This facility contains certain financial covenants to be complied with during the term of the loan and as at 31 December 2025 the Group companies are in compliance with the financial covenants.

In 2024, the Group obtained a long-term Tawarroq facility of ﷲ 350 million from a commercial bank in the Kingdom of Saudi Arabia to support the capital expenditures to be incurred in the subsidiaries. The loans carry profit mark-up of SAIBOR plus 1.25% and the repayment in twenty quarterly instalments will start after two years from the drawdown date. As at 31 December 2025 the Group has drawn ﷲ 177 million (2024: ﷲ 14 million) from the said facility. This facility contains certain financial covenants to be complied with during the term of the loan and, as at 31 December 2025, one of these covenants was not met; however, a formal waiver has been obtained from the bank.

In 2024, the Group obtained a long-term Murabaha facility of USD 25 million (ﷲ 93.75 million) from a commercial bank in the Kingdom of Bahrain to support the capital expenditures. The facility carry profit mark-up of SOFR plus 2.25% and the repayment in twenty quarterly instalments will start after two years from the drawdown date. As at 31 December 2025 the Group has drawn USD 4 million (ﷲ 15 million) (2024: NIL) from the said facility. This facility contains certain financial covenants to be complied with during the term of the loan and as at 31 December 2025 the Group companies are in compliance with the financial covenants.

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The average interest rates during the year ended 31 December 2025 on all the facilities varied between 3.9% to 8.0 % per annum (2024: 4.9% to 8.8 % per annum).

The Group has access to financing facilities as described below, of which ﷲ 1,497 million were unused as at 31 December 2025 (2024: ﷲ 1,408.6 million). The Group expects to meet its other obligations from operating cash flows and proceeds of maturing financial assets.

	2025 ﷲ	2024 ﷲ
<b>Short term Islamic facilities</b>		
amount used	527,396,239	598,901,952
amount unused	1,100,823,761	677,108,048
<b>Long term Islamic facilities</b>		
amount used	707,930,940	350,312,600
amount unused	397,019,060	731,450,339

Management assessed that fair value of short-term Islamic bank loans is approximately equal to their carrying amounts due to the short-term maturities and interest payable on those borrowings being at current market rates. Fair value of long-term Murabaha borrowing is approximately equal to their carrying amounts as they are subject to interest at market rates.

The aggregate maturities of the total loan facilities are summarised as follows:

	2025 ﷲ	2024 ﷲ
Less than 1 year	458,894,635	402,648,808
More than 1 year	584,761,545	333,684,029
	<b>1,043,656,180</b>	<b>736,332,837</b>

The finance costs recognised as expense on the above borrowings have been disclosed in note 29.

### 21. TRADE AND OTHER PAYABLES

	Note	2025 ﷲ	2024 ﷲ
Trade payables		328,374,491	244,720,320
Due to related parties	23	10,694	249,240
		<b>328,385,185</b>	<b>244,969,560</b>

Trade payables are unsecured and are usually paid within 3 to 12 months of recognition. The carrying amounts of trade payables are considered to approximate their fair values, due to their short-term nature.

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### 22. ACCRUED AND OTHER LIABILITIES

	2025 س.م	2024 س.م
Accrued expenses	115,872,970	154,807,165
Accrued employee related costs	106,207,882	132,220,639
Utilities payable	14,535,432	17,136,051
Advances from customers	5,686,372	6,307,647
Interest payable	9,296,930	5,512,541
Others	556,610	4,723,899
	<b>252,156,196</b>	<b>320,707,942</b>

Accrued expenses, accrued employee related costs and utilities payable are usually settled within 12 months from the reporting date. Hence, the carrying amounts of these balances are considered to approximate their fair values. Others mainly includes VAT payable.

### 23. RELATED PARTY TRANSACTIONS AND BALANCES

The Company is a member of an affiliated group of companies, which are directly or indirectly controlled by Al Dabbagh Group Holding Company ("ADGHC"), the ultimate majority shareholder. Following is the list of related parties with whom the Group has significant transactions and balances:

Name of related party	Nature of relationship
ADGHC	Ultimate Parent
National Scientific Company Limited (NSCL)	Affiliate
Saed International for Istiqdam Company (SAED)	Affiliate
Advanced Petroleum Services Limited (APSL)	Affiliate
Aldukan Limited Company (Dukan)	Affiliate
Petromin Corporation (Petromin)	Affiliate
SFPC and its subsidiary Perfect Food Factory (PFF)	Associate
National Fuel Limited Company (NFLC)	Affiliate
Petrolube Oil Company (POC)	Affiliate
National Transportation Solutions Company (NTSC)	Affiliate
Gulf General Cooperative Insurance Company ("GGCI").	Affiliate

Affiliates are entities which are directly or indirectly controlled or under significant influence of ADGHC. During the year ended 31 December 2025 and 2024, a number of transactions were conducted in the ordinary course of business with the affiliated companies, which are based on prices and contract terms that are mutually agreed between affiliates and management of the Group. The aggregate values of such transactions with affiliated companies are mentioned as follows:

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### Related party transactions

	2025 س.م	2024 س.م
<b>Transaction with affiliate</b>		
Sales to an affiliate	(18,686,827)	(16,740,829)
Employee costs paid to an affiliate	182,674	276,475
Rent	3,517,707	5,970,900
Payments on behalf of parent and affiliate	454,846	4,351,176
Zakat reimbursed by parent company	-	3,559,999
Purchases from affiliates	171,967	267,838
Employee benefit obligations transferred to a related party	(161,622)	(16,731)
Employee benefit obligations transferred from a related Party	25,019	322,556
<b>Transaction with associate</b>		
Sales	(10,685,556)	(17,109,477)
Management fees	12,017,129	12,822,888
Purchases from an associate	3,190,913	2,249,336
Lab costs and rent recharge	2,880,530	567,137

### Key management personnel compensation

	2025 س.م	2024 س.م
Remuneration	27,789,891	26,617,148
Provision for employee benefit obligations	3,712,121	1,617,820

At 31 December 2025, payable balance of key management personnel compensation is س.م 1.3 million (2024: س.م 2.6 million).

Key management personnel include the Board of Directors, Chief Executive Officer and heads of departments. Compensation of the Group's key management personnel includes salaries, non-cash benefits and contributions to a post-employment defined benefit plan.

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## Notes to the Consolidated Financial Statements

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### Related party balances

Significant year end balances arising from transactions with related parties, are as follows:

Due from related parties (note 14)

	2025 س	2024 س
SFPC	23,841,686	46,831,098
Dukan	12,199,041	7,397,069
ADGHC	8,410,590	7,955,744
PFF	2,149,613	881,295
NSCL	169,621	100,200
APSL	32,204	32,204
	<b>46,802,755</b>	<b>63,197,610</b>

Due to related parties (note 21)

	2025 س	2024 س
Petromin	10,694	28,310
NTSC	-	216,380
SAED	-	4,550
	<b>10,694</b>	<b>249,240</b>

## 24. ZAKAT AND INCOME TAX

### Components of zakat base

The principal elements of the zakat base are as follows:

	2025 س	2024 س
Non-current assets	1,904,090,607	1,466,753,776
Non-current liabilities	1,285,709,588	939,613,321
Opening shareholders' equity	778,692,366	680,274,485
Dividends paid	48,850,000	44,750,000
Government subsidy	7,614,415	6,676,469
Net (losses) income before zakat	(8,455,030)	127,950,148

Some of these amounts have been adjusted in arriving at the zakat charge for the year.

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### Movement in provision for zakat

	2025 س	2024 س
Opening balance	17,857,296	8,222,370
Provision for the year	320,472	15,282,902
Payment	(8,454,215)	(5,647,976)
<b>Closing balance</b>	<b>9,723,553</b>	<b>17,857,296</b>

### Movement in provision for income tax

	2025 س	2024 س
Opening balance	1,953,954	3,119,751
Provision for the year*	2,894,938	4,635,337
Payment	(4,907,603)	(5,801,134)
	<b>(58,711)</b>	<b>1,953,954</b>
Receivable from ZATCA transferred to other receivable (note 15)	1,753,649	-
<b>Closing balance</b>	<b>1,694,938</b>	<b>1,953,954</b>
<b>Total zakat and income tax payable</b>	<b>11,418,491</b>	<b>19,811,250</b>

\* Provision for the year includes minimum alternate tax in the Kingdom of Bahrain which is effective from 1 January 2025

The charge for the year for zakat and tax is as follows:

	2025 س	2024 س
<b>Zakat</b>		
in respect of current year	3,820,470	14,019,790
in respect of prior year(s)	(3,500,000)	1,263,112
<b>Income tax</b>		
Income tax in respect of current year	2,894,940	4,440,154
Income tax in respect of prior year	-	195,183
<b>Deferred tax</b>		
Deferred tax debit / (credit)	3,500,000	(2,500,000)
<b>Total zakat and income tax recognised in the current year</b>	<b>6,715,410</b>	<b>17,418,239</b>

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### Deferred tax

	Trade receivables ﷲ	Inventory ﷲ	Property plant and equipment ﷲ	Employees defined benefits liability ﷲ	Subsidy ﷲ	Total ﷲ
<b>Balance at 31 December 2025</b>	<b>(555,110)</b>	<b>(603,280)</b>	<b>4,322,097</b>	<b>(2,349,720)</b>	<b>186,013</b>	<b>1,000,000</b>
Balance at 31 December 2024	(507,113)	(289,695)	279,021	(2,141,668)	159,455	(2,500,000)

### Status of final assessments

In 2019, Al Dabbagh Group Holding Company ("ADGHC"), the ultimate parent, had given a letter of undertaking whereby all liabilities related to additional zakat assessment up to the date of the Company being listed in Saudi Stock Exchange (Tadawul) which is on 4 August 2021 will be reimbursed to the Company by ADGHC.

In 2019, the Company obtained the approval from the ZATCA to file a consolidated zakat return for the Company and its subsidiaries ADC, SFPC and DHV. The Company has finalised its zakat assessment with the ZATCA up to 2010. The Company has filed its consolidated zakat returns upto 2021 and filed its unconsolidated zakat return for the year 2022 and onwards as its subsidiaries are not 100% owned.

Various assessments with additional zakat claimed by the ZATCA have been received by the Company and its subsidiaries for the years 2015 to 2018, have either been objected or paid under protest by the Company and its subsidiaries. The total amount paid under protest amounted ﷲ 0.97 million. In 2024, ZATCA revised the additional zakat assessment of SFPC to ﷲ 3.6 million which has been settled by SFPC. As per the undertaking from ADGHC, the Company recharged the additional liability to ADGHC. During the year the Company received the assessment for the consolidated return submitted for the year 2021 with an additional liability of ﷲ 0.83 million which the Company has accepted under protest. In addition the Company also received the assessment for the year 2022 with no additional liability. Final assessment for the Company and its subsidiaries for the years 2022 to 2024 have not yet been raised by the ZATCA. Management considers the assessment years for 2019 to 2020 as time barred as per the statute of limitation under the ZATCA laws.

## 25. REVENUE

The Group derives its revenue at a point in time from sale of products to the customers and from contracts with customers for the transfer of goods and services over time. This is consistent with the revenue information that is disclosed for each reportable segment (see note 34).

	2025 ﷲ	2024 ﷲ
At a point in time (food and agricultural products)	2,425,502,232	2,385,641,736
At a point in time (restaurant income)	200,504,153	141,392,233
Over the period of time (construction of poultry farms)	27,474,513	36,450,255
	<b>2,653,480,898</b>	<b>2,563,484,224</b>

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## 26. COST OF SALES

	Note	2025 ﷲ	2024 ﷲ
Materials consumed		1,261,435,974	1,120,543,991
Employee related costs		381,016,462	379,354,832
Depreciation on right-of-use assets	6	107,257,724	92,412,640
Transport and travel		98,386,339	107,997,589
Utilities		77,865,515	79,502,067
Depreciation on property, plant and equipment	5	55,592,335	35,541,286
Rent		25,638,360	23,597,857
Repairs and maintenance		16,978,614	17,515,661
Others		25,478,596	52,616,096
		<b>2,049,649,919</b>	<b>1,909,082,019</b>

## 27. SELLING AND DISTRIBUTION EXPENSES

	Note	2025 ﷲ	2024 ﷲ
Employee related costs		150,912,615	126,580,205
Transport and travel		65,874,786	63,207,108
Advertising and sales promotion		36,816,109	34,564,204
Depreciation on right-of-use assets	6	35,662,272	29,490,211
Sales commission		13,235,312	21,749,738
Aggregator charges		33,858,467	14,212,320
Depreciation on property, plant and equipment	5	8,714,306	7,572,230
Rent		8,749,059	4,349,344
Others		24,045,662	24,979,396
		<b>377,868,588</b>	<b>326,704,756</b>

## 28. GENERAL AND ADMINISTRATIVE EXPENSES

	Note	2025 ﷲ	2024 ﷲ
Employee related costs		101,140,803	96,049,256
Professional fees		14,204,350	21,496,869
IT infrastructure cost		7,035,925	8,557,521
Directors' remuneration		4,832,800	4,713,644
Depreciation on right-of-use assets	6	3,079,847	3,189,433
Transport and travel		3,058,113	3,599,918
Rent		-	461,139
Depreciation on property, plant and equipment	5	2,185,524	1,326,027
Others		7,184,332	7,072,660
		<b>142,721,694</b>	<b>146,466,467</b>

TANMIAH FOOD COMPANY (A SAUDI JOINT STOCK COMPANY)

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### 29. FINANCE COSTS

	Note	2025 ﷲ	2024 ﷲ
Interest on lease liabilities	6	43,750,848	37,566,582
Finance costs on Islamic borrowings		41,448,769	18,963,433
Unrealised exchange loss / (gain)		8,000,000	(3,200,000)
Realised exchange loss		4,449,534	34,328
Others		10,566,335	8,640,153
		<b>108,215,486</b>	<b>62,004,496</b>

### 30. COMMITMENTS AND CONTINGENCIES

#### Commitments and contingencies

At 31 December the Group had the following commitments:

	2025 ﷲ	2024 ﷲ
Capital commitments	168,967,883	251,934,511

At 31 December the Group had the following contingencies:

	2025 ﷲ	2024 ﷲ
Letters of credit	134,363,025	212,571,232
Letters of guarantee	402,338	310,480

The Group's share of capital commitments in an associate is amounting to ﷲ 2.28 million (2024: NIL).

#### Short-term leases

The short-term lease commitments as of 31 December 2025 amount to ﷲ 0.1 million (2024: ﷲ 0.3 million).

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## Notes to the Consolidated Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2025

### 31. AUDITORS REMUNERATION

	2025 ﷲ	2024 ﷲ
Audit fees for the Company and its subsidiaries	1,574,000	1,468,000
Fees for non-audit service	80,000	25,000
	<b>1,654,000</b>	<b>1,493,000</b>

### 32. FINANCIAL INSTRUMENTS

#### Fair value measurement of financial instruments

##### a) Recognised fair value measurements

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal or, in its absence, the most advantageous market to which the Group has access at that date. The fair value of a liability reflects its non-performance risk.

When measuring the fair value of an asset or liability, the Group uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

##### b) Fair value hierarchy

	31 December 2025					
	FVOCI ﷲ	Amortised cost ﷲ	Total ﷲ	Level 1 ﷲ	Level 2 ﷲ	Level 3 ﷲ
<b>Financial assets</b>						
Unlisted equity securities	773,983	-	773,983	-	-	773,983
Trade receivables and other debtors	-	405,532,701	405,532,701	-	-	-
Cash and cash equivalents	-	61,699,328	61,699,328	-	-	-
Government subsidy, employee and other receivables	-	33,699,572	33,699,572	-	-	-
<b>Total financial assets</b>	<b>773,983</b>	<b>500,931,601</b>	<b>501,705,584</b>	<b>-</b>	<b>-</b>	<b>773,983</b>

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FOR THE YEAR ENDED 31 DECEMBER 2025

	31 December 2024					
	FVOCI ﷲ	Amortised Cost ﷲ	Total ﷲ	Level 1 ﷲ	Level 2 ﷲ	Level 3 ﷲ
<b>Financial assets</b>						
Unlisted equity securities	773,983	-	773,983	-	-	773,983
Trade receivables and other debtors	-	336,497,990	336,497,990	-	-	-
Cash and cash equivalents	-	88,906,826	88,906,826	-	-	-
Government subsidy, employee and other receivables	-	50,630,616	50,630,616	-	-	-
<b>Total financial assets</b>	<b>773,983</b>	<b>476,035,432</b>	<b>476,809,415</b>	-	-	<b>773,983</b>

The carrying value of all the financial assets classified at amortised cost approximates their fair value on each reporting date.

Financial liabilities includes borrowings, trade payables, accrued and other liabilities and lease liabilities. All financial liabilities as of 31 December 2025 and 2024 are measured at amortised cost. The carrying values of the financial liabilities under amortised cost approximate their fair values.

### c) Valuation technique

For unlisted securities discounted cash flow analysis is used to determine the fair value.

### d) Valuation process

The finance department of the Group includes a team that performs the valuations of financial instruments required for financial reporting purposes, including level 3 fair values. This team reports directly to the Chief Financial Officer (CFO). The main level 3 inputs used by the Group are derived and evaluated based on:

- expected cash inflow from the disposal of investment.
- earnings growth factor for unlisted equity securities are based on the actual growth rate of the investee till the date of its disposal.

### Risk management framework

The Group's top management has overall responsibility for the establishment and oversight of the Group's risk management framework.

The Group's risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to maintain a disciplined and constructive control environment in which all employees understand their roles and obligations.

The audit committee monitors compliance with the Group's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The Group's audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad-hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee. There are no changes to the Group's risk management policies during the year. The Group is continuously monitoring the evolving scenario and any change in the risk management policies will be reflected in the future reporting periods.

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## Notes to the Consolidated Financial Statements

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The Group has exposure to the following risks arising from financial instruments:

- Credit risk
- Liquidity risk
- Market risk (currency risk, fair value and cash flow interest risk and price risk)

### a) Credit risk

Credit risk arises from cash and cash equivalents, credit exposures to customers, including outstanding receivables from other parties.

Credit risk refers to the risk that a counterparty including related parties will default on its contractual obligations resulting in financial loss to the Group. The Group has adopted a policy of only dealing with creditworthy counterparties including related parties and obtaining sufficient collateral, where appropriate, as a means of mitigating the risk of financial loss from defaults. The Group's exposure of its counterparties are continuously monitored and the aggregate value of transactions concluded is spread amongst approved counterparties. Credit exposure is controlled by counterparty limits that are set in accordance with limits set by the management. Refer to Note 14 for concentration of credit risk on trade receivables.

Trade receivables consist of a large number of customers. Ongoing credit evaluation is performed on the financial condition of accounts receivable and, where appropriate, credit guarantee insurance cover is purchased.

A significant increase in credit risk is presumed if a debtor is more than 90 days past due in making a contractual payment. A default on a trade receivable occurs when the counterparty fails to make contractual payments within 90 days of when they fall due. Financial assets are written off when there is no reasonable expectation of recovery, such as a debtor failing to engage in a repayment plan with the Group. The Group categorises a receivable for write-off when a debtor fails to make contractual payments greater than 720 days past due. Where receivables have been written-off, the Group continues to engage in enforcement activity to attempt to recover the receivable due. Where recoveries are made, these are directly recognised in the consolidated statement of comprehensive income.

The Group's exposure to credit risk at the reporting date is as follows:

	2025 ﷲ	2024 ﷲ
Cash at banks (note 16)	56,015,194	83,549,237
Trade receivables and other debtors, net - third parties	358,729,946	273,300,380
Trade receivables and other debtors - related parties (note 14)	46,802,755	63,197,610
Contract asset (note 13)	4,989,662	20,231,254
Government subsidy, employee and other receivables (included within prepayments and other receivables)	33,699,572	50,630,616
	<b>500,237,129</b>	<b>490,909,097</b>

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The Group uses the forward-looking 'expected credit loss' (ECL) model to measure the impairment loss on financial assets. Cash at banks are placed with banks with sound credit ratings. Government subsidy, contract assets, employee and other receivables are considered to have low credit risk; therefore, 12 months expected loss model was used for impairment assessment. Based on management's impairment assessment, there is no provision required in respect of these balances for all the years presented.

For trade receivables, the Group applies the simplified approach to provide for expected credit losses prescribed by IFRS 9, which permits the use of the lifetime expected credit loss provision for all trade receivables based on a provision matrix. To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

The provision matrix takes into account historical credit loss experience and is adjusted for average historical recovery rates. The historical loss rates are also considered to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.

The trade receivables balance from the related parties are from the affiliates of the Group having the same majority shareholder. Based on management's impairment assessment, there is no provision required in respect of these balances for all the periods presented as they are considered to have low credit risk.

Refer note 14 for the impairment losses on financial assets recognised in the consolidated statement of profit or loss and other comprehensive income.

### b) Liquidity risk

Ultimate responsibility for liquidity risk management rests with the board of directors, which has established an appropriate liquidity risk management framework for the management of the Group's short and long-term funding and liquidity management requirements. The Group manages liquidity risk by maintaining adequate reserves, banking facilities and reserve borrowing facilities, by continuously monitoring forecast and actual cash flows, and by matching the maturity profiles of financial assets and liabilities.

The following table detail the Group's remaining contractual maturity for its non-derivative financial liabilities with agreed repayment periods. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group can be required to pay.

	Within 12 months	More than 12 months	Total	Carrying amount
<b>31 December 2025</b>				
Borrowings	467,954,531	661,616,165	1,129,570,696	1,043,656,180
Trade and other payables	328,385,185	-	328,385,185	328,385,185
Lease liabilities	175,525,639	770,241,096	945,766,735	688,895,117
Accrued and other liabilities	246,469,824	-	246,469,824	246,469,824
	<b>1,218,335,179</b>	<b>1,431,857,261</b>	<b>2,650,192,440</b>	<b>2,307,406,306</b>

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	Within 12 months	More than 12 months	Total	Carrying amount
<b>31 December 2024</b>				
Borrowings	410,399,798	386,239,264	796,639,062	736,332,837
Trade payables	244,969,560	-	244,969,560	244,969,560
Lease liabilities	160,427,482	672,766,767	833,194,249	583,524,811
Accrued and other liabilities	314,400,295	-	314,400,295	314,400,295
	<b>1,130,197,135</b>	<b>1,059,006,031</b>	<b>2,189,203,166</b>	<b>1,879,227,503</b>

Liquidity risk is managed by monitoring on a regular basis that sufficient funds and banking and other credit facilities are available to meet the Group's future commitments. Refer to Note 20 for unused credit facilities and Note 16 for closing cash position of the Group. The Group's terms of sales require amounts to be paid either on a cash on delivery or on terms basis.

### c) Market risk

Market risk is the risk that changes in market prices, such as commission rates, equity prices and foreign currency exchange rates may affect the Group's income. The objective of market risk management is to manage and control market risk exposures within acceptable parameters while optimizing the returns. Market risk is the risk that the fair value or the future cash flows of a financial instrument may fluctuate as a result of changes in market profit rates or the market prices of securities due to change in credit rating of the issuer or the instrument, change in market sentiments, speculative activities, supply and demand of securities and liquidity in the market. The Group is exposed to market risk, in the form of commission rate risk and foreign currency risk as described below. There has been no change to the Group's exposure to market risks or the manner in which these risks are managed and measured.

### i) Currency risk

The Group undertakes transactions denominated in foreign currencies principally in Saudi Riyals, United Arab Emirates Dirhams, Bahraini Dinars, Kuwaiti Dinars, Euros and United States Dollars; consequently, exposures to exchange rate fluctuations arise. As a result, it is subject to foreign exchange currency risk due to exchange rate movements, which will affect the Group's transaction costs and its financial assets and liabilities.

The management believes that there is no currency risk arising from the transactions in currencies to which the Saudi Riyals ٢ is pegged. The Group's exposure to currency risk arising from currencies to which the Saudi Riyals ٢ is not pegged is monitored by the management. The Group's major foreign currency denominated financial assets and financial liabilities, which give rise to foreign exchange risk as at:

	2025 ٢	2024 ٢
<b>Financial liabilities</b>		
Borrowings (currency EUR)	111,961,966	119,312,600

The Group's financial assets and liabilities will increase / decrease by ٢ 1.12 million (2024: ٢ 1.19 million) if the Euro currency appreciates / depreciates by 1%.

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### ii) Interest rate risk

Interest rate risks are the exposures to various risks associated with the effect of fluctuations in the prevailing interest rates on the Group's financial position and cash flows. The Group manages the interest rate risk by regularly monitoring the interest rate profiles of its interest-bearing financial instruments. The Group's interest-bearing liabilities, which are mainly bank borrowings, are at floating rates of interest, which are subject to re-pricing. Management monitors the changes in interest rates and believes that the fair value risks to the Group are not significant. There are no interest-bearing financial assets at the end of reporting period.

The interest rate profile of the Group's interest-bearing financial instruments as reported to the management of the Group is as follows:

	2025 ﷲ	2024 ﷲ
Financial liabilities, principally borrowings	1,043,656,180	736,332,837

Profit or loss is sensitive to higher/lower interest expense on borrowings as a result of changes in interest rates. The following table demonstrates the sensitivity to a reasonable possible change in interest rate on the Group's profit or loss before zakat, through the impact of floating rate borrowings:

	2025 ﷲ	2024 ﷲ
Interest rate-increases by 100 basis points	(10,436,562)	(7,363,328)
Interest rate-decreases by 100 basis points	10,436,562	7,363,328

### iii) Price risk

Price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from special commission rate risk or currency risk) whether those changes are caused by factors specific to the individual financial instruments or it's issuer, or factors affecting all similar financial instruments traded in the market. The Group does not have any financial instruments that are subject to price risk.

The Group's exposure to equity securities price risk arises from investments held by the Group and classified in the consolidated statement of financial position at fair value through other comprehensive income. The probable fluctuations in the investment value is not material to the consolidated financial statements of the Group.

### d) Capital management

The primary objective of the Group's capital management is to ensure that it maintains a proper capital ratio in order to support its business and maximise shareholders' value. The capital structure includes all components of equity totalling ﷲ 615.4 million at 31 December 2025 (2024: ﷲ 682.0 million) attributable to the owners of the Company. The Group manages its capital structure and makes adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares.

The Company and its subsidiaries monitor capital on the basis of the gearing ratio. This ratio is calculated based on the net debt divided by total capital.

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	2025 ﷲ	2024 ﷲ
Borrowings	1,043,656,180	736,332,837
Lease liabilities	688,895,117	583,524,811
Less: cash and cash equivalents	(61,699,328)	(88,906,826)
Net debt (A)	1,670,851,969	1,230,950,822
Shareholders' equity (B)	615,407,897	682,017,860
Total capital (A+B)	2,286,259,866	1,912,968,682
<b>Gearing ratio (A / (A+B))</b>	<b>73%</b>	<b>64%</b>

### e) Financial risk management strategies for biological assets

The Group is exposed to risks arising from environmental and climatic changes risks.

#### i. Regulatory and environmental risk

The Group is subject to laws and regulations of Kingdom of Saudi Arabia, Kingdom of Bahrain, UAE and State of Kuwait. The Group has established environmental policies and procedures aimed at compliance with local environmental and other laws.

#### ii. Climate and other risks

The Group is exposed to risk of loss from climate changes, diseases and other natural forces. The Group has extensive processes in place aimed at monitoring and mitigating those risks, including regular health inspections, vaccination policies and state of the art farms to provide a barrier against diseases. Further, the Group's geographic spread of farms allows a high degree of mitigation against adverse climatic conditions such as floods and disease outbreaks.

## 33. EARNINGS PER SHARE

Earnings per share have been calculated by dividing the net profit attributable to the owners of the Company by the weighted average number of shares outstanding during the year. As the Group does not have any dilutive potential shares, the diluted earnings per share is the same as the basic earnings per share.

	2025 ﷲ	2024 ﷲ
Net (losses) profit attributable to the owners of the Company	(18,834,977)	95,822,173
Weighted average number of ordinary shares outstanding during the year	20,000,000	20,000,000
Basic and diluted earnings per share (ﷲ per share)	(0.94)	4.79

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### 34. SEGMENT INFORMATION

The Group operates in two business segments namely Agriculture and Food business which includes manufacturing and distribution of fresh and processed poultry and poultry related products and restaurants outlets with related services. This is in line with the operating segment that is regularly reported to the Chief Operating Decision Maker. This is also the measure reported to the Group's Board of Directors for the purpose of resource allocation and assessment of segment performance.

2025	Revenue segment				Total ﷲ
	Poultry, food and agriculture ﷲ	Restaurants outlets ﷲ	Others ﷲ	Elimination ﷲ	
Revenue from external customers	2,452,976,745	200,504,153	-	-	2,653,480,898
Depreciation and amortisation	177,025,964	36,152,101	610,370	-	213,788,435
Share of results from an associate	5,754,268	-	-	-	5,754,268
Profit before income tax and Zakat	46,391,579	(55,656,606)	809,997	-	(8,455,030)
Profit after income tax and Zakat	39,978,002	(55,858,439)	709,997	-	(15,170,440)
Profit attributable to Shareholders	36,313,465	(55,858,439)	709,997	-	(18,834,977)
<b>Total assets</b>	<b>3,010,140,645</b>	<b>199,575,970</b>	<b>42,649,782</b>	<b>(90,905,116)</b>	<b>3,161,461,281</b>
<b>Total liabilities</b>	<b>2,289,630,885</b>	<b>140,005,531</b>	<b>111,208,501</b>	<b>(90,905,116)</b>	<b>2,449,939,801</b>

2024	Revenue segment				Total ﷲ
	Poultry, food and agriculture ﷲ	Restaurants outlets ﷲ	Others ﷲ	Elimination ﷲ	
Revenue from external customers	2,422,091,991	141,392,233	-	-	2,563,484,224
Depreciation and amortisation	145,643,641	23,879,484	1,031,909	-	170,555,034
Share of results from an associate	3,244,625	-	-	-	3,244,625
Profit before income tax and Zakat	153,277,352	(26,592,109)	1,264,905	-	127,950,148
Profit after income tax and Zakat	139,309,364	(27,959,092)	(818,363)	-	110,531,909
Profit attributable to shareholders	124,599,628	(27,959,092)	(818,363)	-	95,822,173
<b>Total assets</b>	<b>2,591,025,933</b>	<b>228,050,409</b>	<b>41,882,295</b>	<b>(65,469,536)</b>	<b>2,795,489,101</b>
<b>Total liabilities</b>	<b>1,869,516,595</b>	<b>78,838,459</b>	<b>133,911,217</b>	<b>(65,469,536)</b>	<b>2,016,796,735</b>

The Group operates in the following geographical areas:

2025	Revenue segment								Total ﷲ
	Poultry, food and agriculture				Restaurant outlets				
	Kingdom of Saudi Arabia ﷲ	Kingdom of Bahrain ﷲ	Other GCC countries ﷲ	Total ﷲ	Kingdom of Saudi Arabia ﷲ	Kingdom of Bahrain ﷲ	State of Kuwait ﷲ	Total ﷲ	
Revenue from external customers									
Timing of revenue recognition									
At a point in time	2,245,479,123	115,574,026	64,449,083	2,425,502,232	186,544,475	6,089,869	7,869,809	200,504,153	2,626,006,385
Over time	27,474,513	-	-	27,474,513	-	-	-	-	27,474,513
	<b>2,272,953,636</b>	<b>115,574,026</b>	<b>64,449,083</b>	<b>2,452,976,745</b>	<b>186,544,475</b>	<b>6,089,869</b>	<b>7,869,809</b>	<b>200,504,153</b>	<b>2,653,480,898</b>

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2024	Revenue segment								Total ﷲ
	Poultry, food and agriculture				Restaurant outlets				
	Kingdom of Saudi Arabia ﷲ	Kingdom of Bahrain ﷲ	Other GCC countries ﷲ	Total ﷲ	Kingdom of Saudi Arabia ﷲ	Kingdom of Bahrain ﷲ	State of Kuwait ﷲ	Total ﷲ	
Revenue from external customers									
Timing of revenue recognition									
At a point in time	2,211,272,176	119,614,669	54,754,891	2,385,641,736	139,674,000	1,718,233	-	141,392,233	2,527,033,969
Over time	36,450,255	-	-	36,450,255	-	-	-	-	36,450,255
	<b>2,247,722,431</b>	<b>119,614,669</b>	<b>54,754,891</b>	<b>2,422,091,991</b>	<b>139,674,000</b>	<b>1,718,233</b>	<b>-</b>	<b>141,392,233</b>	<b>2,563,484,224</b>

The revenue for the year ended 31 December 2025 from top five customers in the food and agriculture stream represents 12.93 % of the Group's revenues (2024: 13.12%).

	31 December 2025			
	Kingdom of Saudi Arabia	Kingdom of Bahrain	State of Kuwait	Total
Property, plant and equipment	1,117,420,202	5,558,380	5,634,975	1,128,613,557
Right-of-use assets	664,602,088	2,481,066	5,230,114	672,313,268
Intangible assets	9,072,435	221,132	175,642	9,469,209
Financial assets at FVOCI	773,983	-	-	773,983

	31 December 2024			
	Kingdom of Saudi Arabia	Kingdom of Bahrain	State of Kuwait	Total
Property, plant and equipment	771,937,775	3,406,752	1,875,198	777,219,725
Right-of-use assets	587,167,343	2,657,652	-	589,824,995
Intangible assets	8,952,449	150,122	-	9,102,571
Financial assets at FVOCI	773,983	-	-	773,983

### 35. DIVIDENDS

On 15 June 2025, the shareholders in their meeting approved and distributed a cash dividend of ﷲ 2.24 per share amounting to ﷲ 44.80 million for the fiscal year 2024 (2024: ﷲ 38 million).

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## Notes to the Consolidated Financial Statements

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### 36. CASH FLOW INFORMATION

#### (a) Net debt

	2025 ﷲ	2024 ﷲ
Cash and cash equivalents	61,699,328	88,906,826
Lease liabilities	(688,895,117)	(583,524,811)
Borrowings	(1,043,656,180)	(736,332,837)
Net debt	(1,670,851,969)	(1,230,950,822)

Borrowings of the Group carry variable interest rates.

#### (b) Net debt reconciliation

	Cash and cash equivalents ﷲ	Borrowings ﷲ	Leases ﷲ	Total ﷲ
1 January 2024	111,032,670	(410,594,044)	(410,442,724)	(710,004,098)
Additions to leases	-	-	(292,224,770)	(292,224,770)
Interest on lease liabilities	-	-	(37,566,582)	(37,566,582)
Finance costs	-	(29,567,298)	-	(29,567,298)
Finance costs paid (presented as operating cash flows)	-	23,167,298	-	23,167,298
Unrealised exchange gain	-	3,200,000	-	3,200,000
Cash flows	(22,125,844)	(322,538,793)	156,709,265	(187,955,372)
31 December 2024	88,906,826	(736,332,837)	(583,524,811)	(1,230,950,822)
Additions to leases	-	-	(229,853,444)	(229,853,444)
Interest on lease liabilities	-	-	(43,750,848)	(43,750,848)
Lease liabilities written off due to termination of lease contracts	-	-	1,412,371	1,412,371
Finance costs	-	(52,680,249)	-	(52,680,249)
Finance costs paid (presented as operating cash flows)	-	52,680,249	-	52,680,249
Unrealised exchange loss	-	(11,000,000)	-	(11,000,000)
Cash flows	(27,207,498)	(296,323,343)	166,821,615	(156,709,226)
<b>31 December 2025</b>	<b>61,699,328</b>	<b>(1,043,656,180)</b>	<b>(688,895,117)</b>	<b>(1,670,851,969)</b>

#### (c) Supplier Finance arrangements

The group operates the following type of supplier finance arrangement:

- As per the arrangement, the related amounts are presented as part of borrowings, which has the terms and conditions wherein the Group refinances the amounts paid by the banks to the suppliers on the invoice due date for a further extended period.

TANMIAH FOOD COMPANY (A SAUDI JOINT STOCK COMPANY)

## Notes to the Consolidated Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2025

#### Carrying amount of the financial liabilities that are subject to supplier finance arrangements.

	2025 ﷲ	2024 ﷲ
<b>Presented as part of "Borrowings", including:</b>		
Borrowings for which suppliers have already received payment from the finance provider	351,714,501	324,570,237

#### Range of payment due dates

	2025 Days	2024 Days
<b>For liabilities presented as part of "Borrowings":</b>		
Liabilities that are part of supplier finance arrangements	90 - 180 days	90 - 180 days
Comparable trade payables that are not part of supplier finance arrangements	30 - 150 days	30 - 150 days

Changes in liabilities that are subject to supplier finance arrangements are primarily attributable to additions resulting from purchases of goods and services and subsequent cash settlements. There were no material non-cash changes in these liabilities.

The group does not face a significant liquidity risk as a result of its supplier finance arrangements given the limited amount of liabilities subject to supplier finance arrangements and the group's access to other sources of finance on similar terms.

### 37. EVENTS AFTER THE REPORTING PERIOD

There were no events subsequent to 31 December 2025 and occurring before the date of the approval of the consolidated financial statements that are expected to have a significant impact on these consolidated financial statements.

### 38. APPROVAL OF CONSOLIDATED FINANCIAL STATEMENTS

These consolidated financial statements of the year ended 31 December 2025 was approved for issuance by the Board of Directors of the Group on 12 February 2026.

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